A495C-8

1979/1980

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS

Prepared for

FOOD MARKETING INSTITUTE

by

Sibson & Company, Inc.
Princeton, New Jersey

PUBLISHED BY:
The Research Division
Food Marketing Institute
1750 K Street N.W.
Washington, D.C. 20006

PRICE: $15.00 Members
$30.00 Non-Members

(Participants receive one free copy)

Copyrighted © 1980 by:
Food Marketing Institute

All rights reserved.
Reproduction or excerpting of this material is expressly forbidden without permission of the publisher.

Printed in U.S.A.

Food Marketing Institute

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS

TABLE OF CONTENTS

	PAGE(S)
INTRODUCTION	1
PARTICIPANTS' PROFILE	2 - 3
LIST OF PARTICIPATING COMPANIES	5
PREVALENCE OF COMPANY STOCK OWNERSHIP	
• Ownership Structure	6
• Management Participation	7
• Percent of Stock Owned by Key Executives	8
SURVEY POSITION DESCRIPTIONS	9
TYPICAL TITLES FOR SECOND AND THIRD HIGHEST PAID EXECUTIVES	10 - 11
FUNCTIONAL AREA RESPONSIBILITIES – SECOND AND THIRD HIGHEST PAID EXECUTIVES	12 - 13
ANALYTICAL APPROACH	
• How to Use the Tabular and Trend Line Displays	14 - 17
• Geographic Analysis	18
PAY LEVELS FOR SURVEY POSITIONS	
• National	19 - 29
• Regional	31 - 137

Food Marketing Institute

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS

INTRODUCTION

This survey represents the first year that a special study of retail supermarkets with sales below $65 million has been undertaken by the Food Marketing Institute. This report includes an analysis of pay levels for five representative positions in food retail management. Data for positions designated "Second Highest Paid Executives" and "Third Highest Paid Executives" were collected in preference to data for specifically titled jobs. Based on the variation in management structures, it was believed this approach would yield the most meaningful results. To supplement the data for the second and third highest paid executives, an analysis of titles and functional responsibilities for these positions is also presented. In addition, an analysis of stock ownership practices is included which summarizes ownership structure and management participation in stock ownership plans. A total of 115 companies participated in the survey. A list of participants can be found on page 5 .
Compensation data is effective March 31, 1980.

The compensation data gathered in this study is readily accessible through data processing resources to participating companies if further analysis of the data is desired. Custom designed reports and analysis can be provided upon request. All such requests, or questions about this year's survey, should be directed to:

MS. JUDITH KOZACIK
Research Manager
FOOD MARKETING INSTITUTE
Suite 700
1750 K Street, N.W.
Washington, D.C. 20006

(202) 452-8444

PARTICIPANTS' PROFILE

The following exhibits show the distribution of the 115 participating companies by company sales and by number of stores:

DISTRIBUTION OF PARTICIPANTS BY COMPANY SALES

Company Sales	Percent of Participants
$40 - 65.0 Million	14.7%
30 - 39.9 Million	8.6
20 - 29.9 Million	12.1
10 - 19.9 Million	22.6
5 - 9.9 Million	20.0
1 - 4.9 Million	21.7

DISTRIBUTION OF PARTICIPANTS BY NUMBER OF STORES

Number of Stores	Percent of Participants
10-20	6.9%
7- 9	12.1
6	9.5
5	8.6
4	11.3
3	12.1
2	13.0
1	26.0

The following exhibit shows the distribution of participants by geographic location. An explanation of the geographic areas appears on page 17.

DISTRIBUTION OF PARTICIPANTS BY GEOGRAPHIC AREA

Geographic Area	Percent of Participants
Northeast	15%
Great Lakes	24
Middle States	28
Southeast	20
Pacific	13

Food Marketing Institute

LIST OF PARTICIPATING COMPANIES

A.F.L.R. Corporation
Acme Markets
Adams Super Markets Corp.
Alans Market
Alfreds IGA Foodliners, Inc.
Alhambra Food Company
Allport Supermarkets, Inc.
Atkinson Market
Charles Ball Market, Inc.
Beighle Brothers, Inc.
Big Save, Inc.
Billingsley, Inc.
Breaux Mart, Inc.
Brodbeck Enterprises, Inc.
Books Food Center, Inc.
Brown & Cole, Inc.
Browning's Foodland, Inc.
Cannata's Food World
Chief Super Market, Inc.
Civic Food Center, Inc.
Clarks Finer Food, Inc.
Clemen's Super Market, Inc.
Coborn's Inc.
Colorado Soupers Food Stores
Consumers Cooperative Association
Cost Cutter Stores, Inc.
Crook's Food Mart
Dan's Foods, Inc.
Day's Market, Inc.
Del Monte Super Market
Dibble's Food Stores, Inc.
Dicus Supermarkets, Inc.
Dierberg's West, Inc.
Dillman's Inc.
Don's Supermarket, Inc.
El Rancho Markets, Inc.
Excelsior Panbro T/A Foodtown
Fair Markets, Inc.
Fanara, Inc., DBA Dixie Dandy
Fiesta Mart, Inc.
Flag Industries, Inc.
Flotken's Market
Food Basket, Inc.
Food Center
Foodmaster Super Markets, Inc.
Foodtown of Oyster Bay
Glass Supermarkets, Inc.
Grand Central Markets, Inc.
Great Scot Market
Gromer Super Markets
Grosvenor House of Fine Foods, Inc.
Haines Supermarkets, Inc.
Harris Foodliner, Inc.
Harold's Market, (Babb Properties, Inc./DBA)
E.M. Heath, Inc.
Hillman's, Inc.
Holcomb's Sentry Market
E.W. James & Sons
Jonsons Markets, Inc.
Keen's Super Market, Inc.
Kerm's Super Foods, Inc.
King Mart Supermarkets, Inc.
La Bonnes Market
Dorothy Lane Market, Inc.
Little Plaza Markets
Lukhard's Markets, Inc.
Lynn's Inc.
The Mad Butcher
The Market Place
Martin's Super Markets
Massey Stores, Inc.
Mick-or-Mack Stores Co., Inc.
Mike's Shop-Rite Market
Miller Enterprises, Inc.
Mills Super Markets, Inc.
Mock Road Supermarket, Inc.
Mr. Grocer Stores
Nichols Supersaver Foods
Nolting's Foods, Inc.
Nuway Market, Inc.
Oakmont Foodland, Inc.
O'Briens Food Markets, Inc.
Olson's Foods, Inc.
B & L Olson, Inc.
Owl Fine Foods, Inc.
Pence Food Centers, Inc.
Phillips Food Centers, Inc.
Piggly Wiggly
Pure Food Markets, Inc.
Quillin's, Inc.
Ralph's Market Inc.
Rayco Corporation
Red & White Supermarkets
Remke's Market, Inc.
Rick's Food Stores, Inc.
Ronetco Supermarket, Inc.
Ronnie's Food Centers (D&L Grocery DBA)
Schambeau's Foodland
Schmidt Super Markets, Inc.
Scurlocks, Inc.
Shop N Save Markets, Inc.
Shop N Save Supermarket
Sipes Food Markets, Inc.
J.C. Snow Company (Gibson's)
Soucy's Economat, Inc.
Stein Brothers, Inc.
Thompson Food Basket, Inc.
Thrifty Foods, Inc.
Topway Foods
Town & Country Supermarkets, Inc.
Wade's Foods, Inc.
Wally's, Inc.
Warehouse Groceries, Inc.
Wetzels Super Markets, Inc.
Wilt's Food Center, Inc.

PREVALENCE OF COMPANY STOCK OWNERSHIP AMONG KEY EXECUTIVES

OWNERSHIP STRUCTURE

Over 90 percent of the participating companies reported that they are privately held. A small number of companies are organized under alternate ownership structures. The distribution appears below:

TYPES OF OWNERSHIP STRUCTURES AMONG SURVEY PARTICIPANTS

OWNERSHIP STRUCTURE	CHARACTERISTICS	PERCENT OF COMPANIES
PRIVATELY HELD	No provision for trading on the open market; all stock is held by individuals closely related to the business.	91%
PROPRIETORSHIP	Single Owner	4
PARTNERSHIP	Multiple Owners	3
PUBLICLY OWNED	All or some of the stock is publicly traded over-the-counter or on one of the exchanges.	1
CO-OPERATIVE	Owned and managed by consumer-customers.	1

MANAGEMENT PARTICIPATION

Participation in stock ownership of the business by key executives is practiced by 41 percent of the companies issuing stock. Direct voting membership (actual stock certificates held by executive) is overwhelmingly preferred to phantom ownership (no stock certificate held by executive; value paid at future date is dependent on increase in stock price) by a ratio of 20 to 1.

Among the executives reported to be eligible to participate in the ownership plans, President and Vice President were most commonly mentioned. Details on eligibility appear below:

KEY EXECUTIVES ELIGIBLE TO PARTICIPATE IN STOCK OWNERSHIP

TITLE	PERCENT OF COMPANIES IN WHICH ELIGIBLE
President	84%
Vice President	61
Chairman of the Board	21
Secretary - Treasurer	18
Secretary	18
Store Manager	13
Treasurer	10
Director	10
Comptroller	8
Department Manager	8
Store Supervisor	8
General Manager	5
Other	5

PERCENT OF STOCK OWNED BY KEY EXECUTIVES

Eighty percent of the participating companies reported that key executives own at least half of the company stock. A breakdown of the amount of stock owned follows:

PERCENT OF STOCK OWNED BY KEY EXECUTIVES

PERCENT OF STOCK OWNED	PERCENT OF COMPANIES
Less than 5%	7.5%
5% - 14%	5.0
15% - 24%	2.5
25% - 49%	5.0
50% or Greater	80.0

SURVEY POSITION DESCRIPTIONS

SURVEY POSITION #1: CHIEF EXECUTIVE OFFICER

Accountable for the management of the company's total business performance. Provides overall leadership and direction to the development of policies and objectives, and assures effectuation of policies throughout the company. Reviews the operational and financial progress of the company to assure achievement of goals and objectives. Provides general direction to merchandising, store operations and staff activities. Makes decisions of major importance on matters where the interest or objective of more than one store is involved. Assures that efficient organizational practices, including adequate manpower forecasting and planning, are followed throughout the company. Assures capable management succession by proper recruitment and development. Conducts strategic planning that assures targets are determined for continued growth and profitability. Reviews and approves salaries, personnel appointments, retirements, etc., for officers and managers. Responsible for establishing and maintaining relations with stockholders, the financial community, government agencies, suppliers and customers.

SURVEY POSITION #2: SECOND HIGHEST PAID EXECUTIVE

See pages 10 and 12 for information about typical titles and functional area responsibilities.

SURVEY POSITION #3: THIRD HIGHEST PAID EXECUTIVE

See pages 11 and 13 for information about typical titles and functional area responsibilities.

SURVEY POSITION #4: STORE MANAGER

Responsible for managing the entire activity of an individual retail food store. Insures profitable operations of all departments in the store. Implements company merchandising and inventory programs. Schedules work loads, hires and trains store personnel, and resolves all store personnel problems.

SURVEY POSITION #5: MEAT DEPARTMENT MANAGER

Directs and controls the operation of the store's meat department. Supervises department personnel. Participates in determining quality and quantities of merchandise. Orders merchandise and supplies. Receives and displays stock.

TYPICAL TITLES FOR SECOND AND THIRD HIGHEST PAID EXECUTIVES

SECOND HIGHEST PAID EXECUTIVE

The second highest paid executive is typically a Vice President or an officer of the company. Participants reported company position titles as follows:

TYPICAL TITLES FOR SECOND HIGHEST PAID EXECUTIVES

TITLE	PERCENT OF COMPANIES REPORTING TITLE
Vice President	54%
General Manager	8
Secretary - Treasurer	6
Store Manager	5
Secretary	4
Supervisor	4
Operations Manager	4
Assistant Store Manager	4
Comptroller	2
Treasurer	2
Division Manager	1
Buyer	1
Other	5

THIRD HIGHEST PAID EXECUTIVE

The third highest paid executive is typically a Vice President or an officer of the company. Participants reported company position titles as follows:

TYPICAL TITLES FOR THIRD HIGHEST PAID EXECUTIVES

TITLE	PERCENT OF COMPANIES REPORTING TITLE
Vice President	28%
Secretary - Treasurer	17
Comptroller	15
Department Supervisor	7
Store Supervisor	6
Secretary	6
General Manager	6
Merchandiser/Buyer	3
Director of Finance	3
Director of Operations	3
Other	6

FUNCTIONAL AREA RESPONSIBILITIES – SECOND AND THIRD HIGHEST PAID EXECUTIVES

SECOND HIGHEST PAID EXECUTIVE

The second highest paid executive typically has direct responsibility and accountability for several functional areas. The average number of functional areas reported for the second highest paid executive is four. However, two companies reported incumbents responsible for 11 areas and 15 companies reported incumbents responsible for only one area. A breakdown of the functional areas follows:

FUNCTIONAL AREA RESPONSIBILITIES – SECOND HIGHEST PAID EXECUTIVE

FUNCTIONAL AREA	PERCENT OF EXECUTIVES RESPONSIBILE FOR AREA
Store Supervision	68%
Merchandising/Procurement	54
Personnel/Labor Relations	49
Training	38
Advertising/Promotion	35
Accounting/Finance	33
Security	30
Insurance	27
Treasury/Cash Management	27
Data Processing	23
Store Construction/Maintenance	22
Real Estate	13

Some functional areas tend to appear together in companies reporting several areas for an incumbent. Generally, executives responsible for Merchandising/Procurement are also responsible for Store Supervision. The same is true of the Personnel/ Labor Relations and the Training functions. Also, executives responsible for Treasury/Cash Management and/or Data Processing tend to have responsibility for Accounting/Finance.

THIRD HIGHEST PAID EXECUTIVE

The third highest paid executive typically has direct responsibility and accountability for several functional areas. Whereas the average number of functional areas reported for the third highest paid executive is three, one company reported an incumbent responsible for nine areas and 18 companies reported incumbents responsible for only one area. A breakdown of the functional areas follows:

FUNCTIONAL AREA RESPONSIBILITIES – THIRD HIGHEST PAID EXECUTIVE

FUNCTIONAL AREA	PERCENT OF EXECUTIVES RESPONSIBLE FOR AREA
Merchandising/Procurement	51%
Store Supervision	41
Accounting/Finance	34
Training	30
Treasury/Cash Management	30
Advertising/Promotion	26
Personnel/Labor Relations	26
Data Processing	20
Security	19
Insurance	16
Store Construction/Maintenance	10
Real Estate	9

Functional areas tended to be grouped together in much the same pattern as the second highest paid executive.

ANALYTICAL APPROACH

Survey data for each position are reported in the form of tabular exhibits and trend lines. Both types of displays complement one another and, when used together, provide a comprehensive analysis of market pay levels.

TABULAR EXHIBITS

The tabular exhibits display salary, bonus and total compensation reported by each company for the position. Data are grouped in appropriate scope ranges, thus allowing for comparison with companies of similar size. In order to maintain the confidentiality of the participants, data within each scope category are arranged in descending order based solely on salary and not in relation to the scope size of the participant.

Averages weighted by the number of participants are presented for each scope category, as well as for the total position.

Each exhibit shows the following elements:

- Scope: A relevant measure of position responsibility (i.e., company sales, meat sales, etc.).

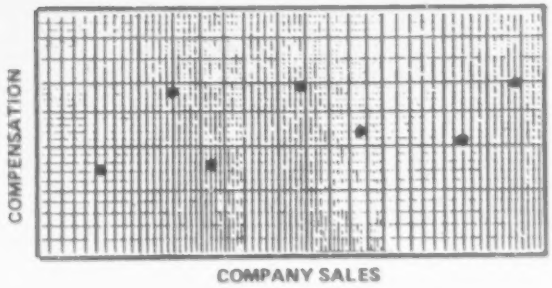
- Bonus Companies' Salary, Bonus and Total Compensation: The annual salary rate in effect as of *March 31, 1980,* bonus paid in 1980 (based on 1979 performance) and total compensation (base salary plus bonus). Incumbents eligible for bonuses were included in the "bonus companies" group even when a bonus was not awarded in 1980.

- Nonbonus Companies' Salary: The incumbent's annual salary rate in effect as of *March 31, 1980.*

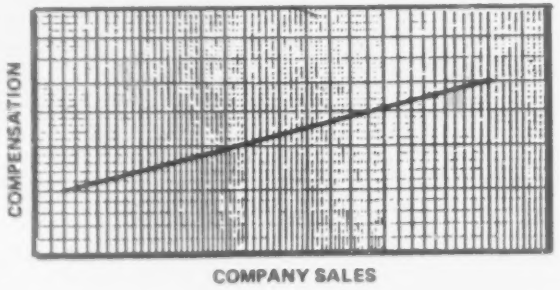
TREND LINES

The trend line provides a relative or average measure of the relationship between size (scope measure) and compensation.(1) Trend lines are developed by computing a regression equation for the size and compensation variables.

If actual pay rates are plotted as points on a graph, in relation to company sales, the resulting scattergram may look like the following:



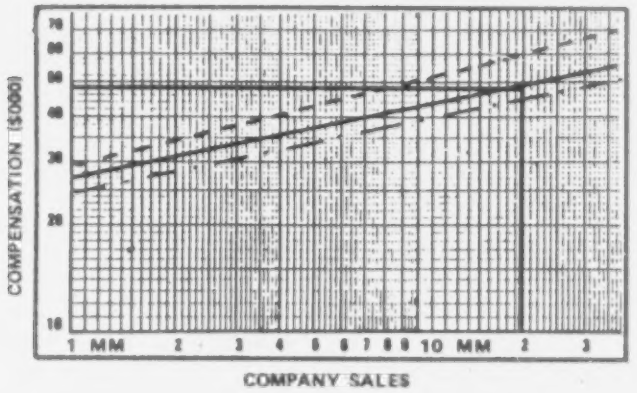
The regression equation is used to draw the "line of best fit" (i.e., that straight line which will minimize the squared distance between each point and the trend line).



All data have been transformed to the logarithmic scale because it more accurately shows the relationship between compensation and scope.

(1) Relevant scope measures are annual company sales, weekly store sales, and weekly meat sales.

The following example illustrates the way trend lines are presented in this report.



LEGEND		
Company Type/Trend Line	Coefficient of Determination	Standard Error
Bonus Salary ———		
Bonus T.C. - - - - - -		
Nonbonus Salary - . - . - .		

The trend line is read by finding the relevant sales volume on the horizontal axis and the corresponding compensation figure on the vertical axis. In the above example, company sales of $20MM relates to an average base salary of $48,000 for bonus-paying companies.

The trend line exhibits also provide two statistical measures — the coefficient of determination and the standard error. These statistics explain the impact of the scope measure as a predictor of compensation.

The following charts are guides in reading the trend lines.

GUIDE TO DETERMINING USEFULNESS OF TREND LINE ANALYSIS

COEFFICIENT OF DETERMINATION measures the variation in compensation that is explained by the scope.

If COEFFICIENT OF DETERMINATION is:	The Percent of Variation in Compensation Which is Explained by Scope is:
.90 - 1.00	90-100%
.80 - .89	80- 89
.70 - .79	70- 79
.60 - .69	60- 69
.50 - .59	50- 59
.40 - .49	40- 49
.30 - .39	30- 39
.20 - .29	20- 29
.10 - .19	10- 19

STANDARD ERROR measures the scatter or dispersion of points about the trend line.

If STANDARD ERROR is:	Most of the Data Falls Within ± This Percent About the Line:
1.00 - 1.10	0-10%
1.11 - 1.20	11-20
1.21 - 1.30	21-30
1.31 - 1.40	31-40
1.41 - 1.50	41-50
1.51 - 1.60	51-60
1.61 - 1.70	61-70
1.71 - 1.80	71-80
1.81 - 1.90	81-90

COEFFICIENT OF DETERMINATION	STANDARD ERROR			
	1.0 - 1.2	**1.2 - 1.4**	**1.4 - 1.6**	**1.6 and Above**
.64 - 1.00	**EXCELLENT:** Use with confidence.	**VERY GOOD:** Use with confidence.	**GOOD:** Use with caution since there is a high degree of variability about the line.	**NOT GOOD:** Too much variability about the line.
.36 - .64	**VERY GOOD:** Use with confidence.	**GOOD:** Use with confidence.	**ACCEPTABLE:** Use with caution since there is a high degree of variability about the line.	**NOT GOOD:** Too much variability about the line.
.16 - .36	**GOOD:** Use with confidence. Points are clustered about the line but scope is not a predictor of compensation level.	**GOOD:** Use with caution, since scope only partially predicts compensation level and there is moderate degree of variability about the line.	**NOT GOOD:** Scope only partially predicts compensation levels and there is a high degree of variability about the line.	**NOT GOOD:** Too much variability about the line.

GEOGRAPHIC ANALYSIS

Responses to the five survey positions were also tabulated by geographic location. Trend line exhibits are provided for the following geographic areas:

REGION 1: NORTHEAST – Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont

REGION 2: GREAT LAKES – Illinois, Indiana, Michigan, Ohio, Wisconsin

REGION 3: MIDDLE STATES – Arizona, Arkansas, Colorado, Idaho, Iowa, Kansas, Louisiana, Minnesota, Missouri, Montana, Nebraska, Nevada, New Mexico, North Dakota, Oklahoma, South Dakota, Texas, Utah, Wyoming

REGION 4: SOUTHEAST – Alabama, Delaware, Florida, Georgia, Kentucky, Maryland, Mississippi, North Carolina, Puerto Rico, South Carolina, Tennessee, Virginia, District of Columbia, West Virginia

REGION 5: PACIFIC – California, Oregon, Washington

NATIONAL ANALYSIS

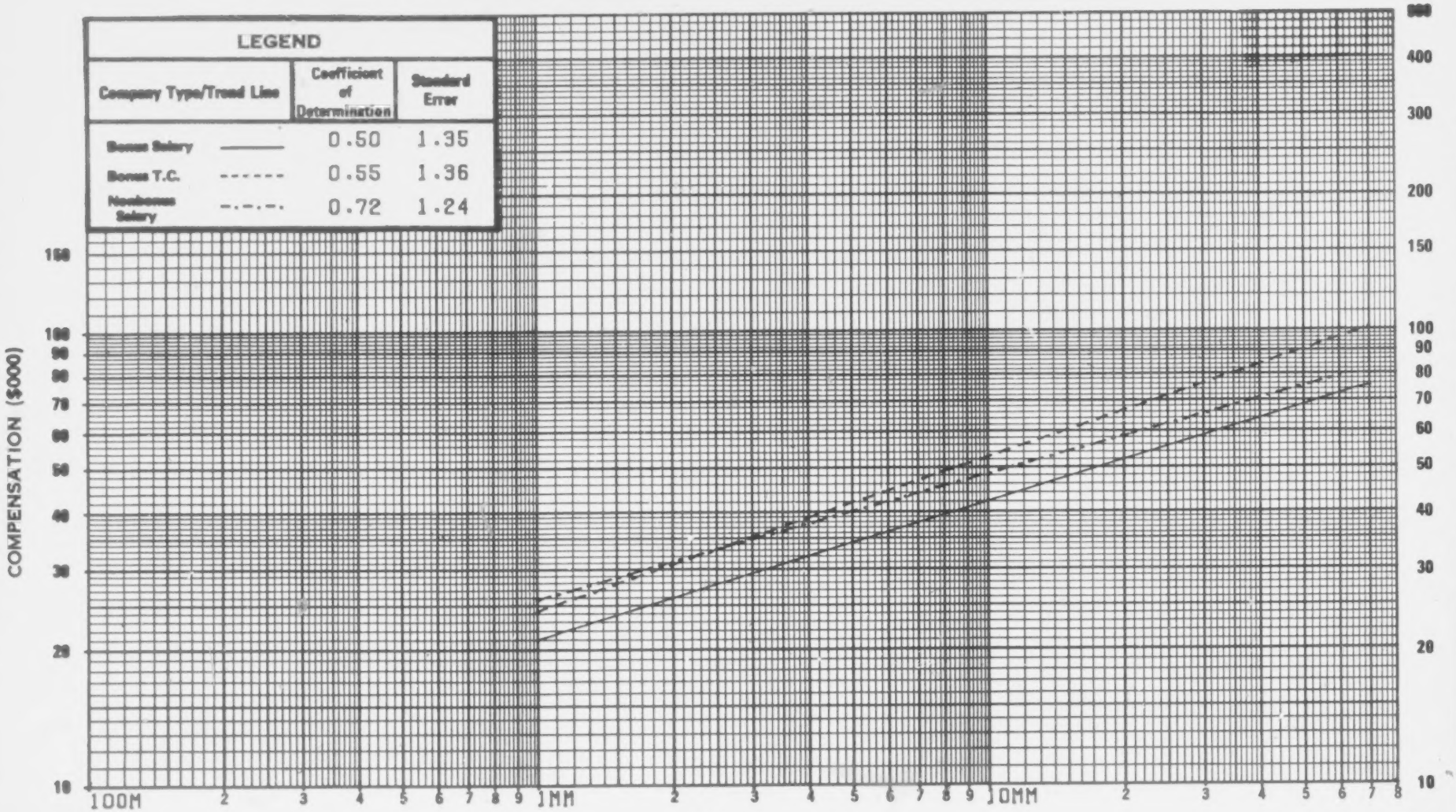
FOOD MARKETING INSTITUTE
MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS

NATIONAL SUMMARY
SURVEY POSITION 1 - CHIEF EXECUTIVE OFFICER

SCOPE COMPANY SALES ($ MILL) RANGE	WEIGHTED GROUP AVERAGE	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMPENSATION	NONBONUS COMPANIES SALARY	NUMBER OF INCUMBENTS
$40.0 AND ABOVE	$51.1	$67.7	$35.4	$103.1	$ 95.2	16
39.9 TO 25.0	33.0	67.3	21.9	89.2	113.5	14
24.9 TO 15.0	18.9	57.3	18.2	75.5	59.8	18
14.9 TO 10.0	11.4	47.5	15.7	63.2	52.0	16
9.9 TO 5.0	6.9	41.7	16.8	58.5	51.0	23
4.9 AND BELOW	3.0	32.9	6.5	39.4	27.1	23
POSITION AVERAGE	$18.5	$50.0	$17.7	$67.7	$65.3	110

FOOD MARKETING INSTITUTE

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



SURVEY POSITION #1 - CHIEF EXECUTIVE OFFICER

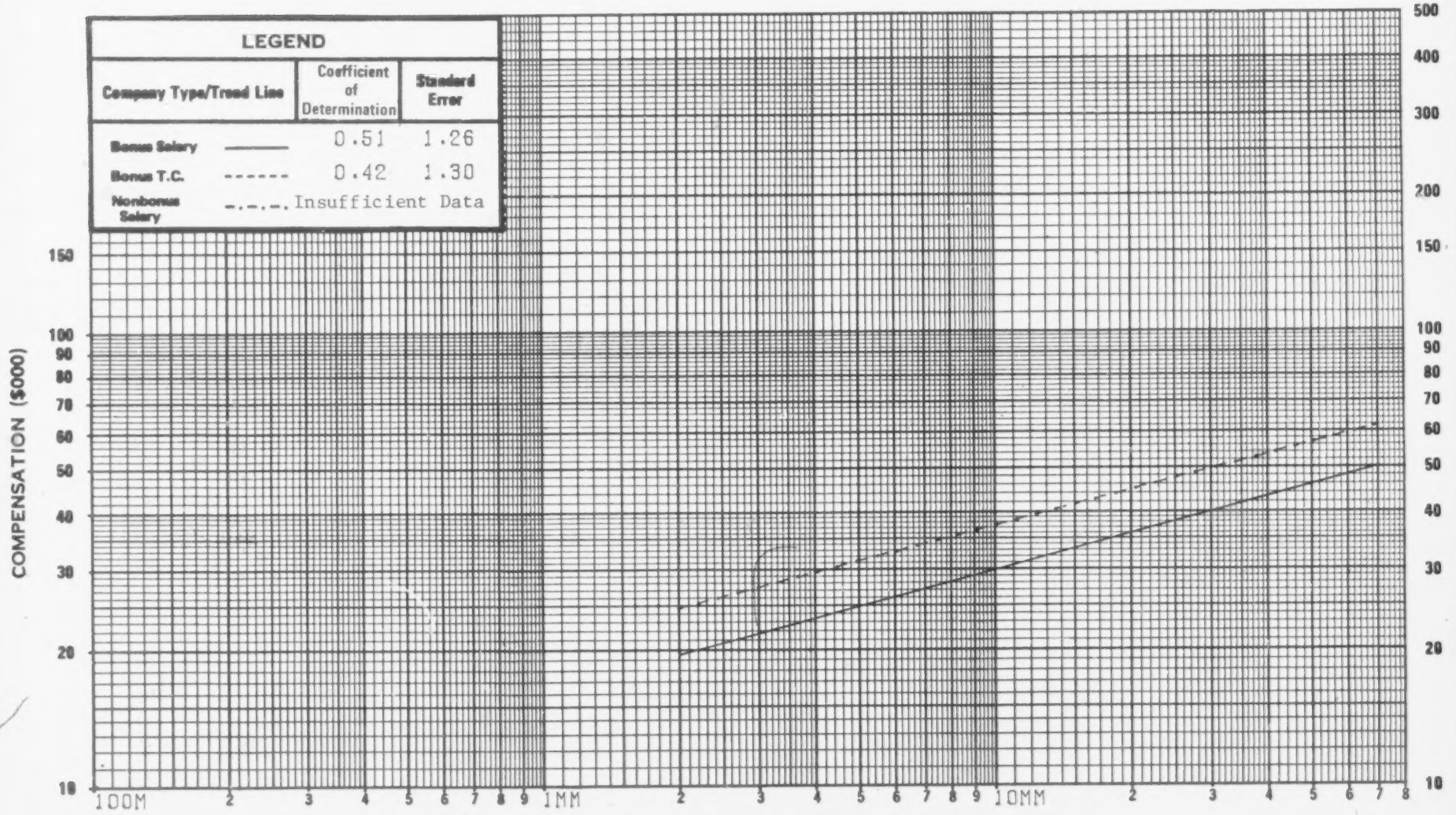
FOOD MARKETING INSTITUTE
MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS

NATIONAL SUMMARY
SURVEY POSITION 2 - SECOND HIGHEST PAID EXECUTIVE

SCOPE COMPANY SALES ($ MILL) RANGE	WEIGHTED GROUP AVERAGE	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMPENSATION	NONBONUS COMPANIES SALARY	NUMBER OF INCUMBENTS
$40.0 AND ABOVE	$51.6	$45.1	$20.8	$65.9	$84.0	15
39.9 TO 25.0	33.0	40.4	13.8	54.2	43.5	14
24.9 TO 15.0	19.0	41.3	12.4	53.7	52.4	19
14.9 TO 10.0	11.3	31.1	10.2	41.3	52.0	15
9.9 TO 5.0	7.1	25.6	8.3	33.9	19.5	18
4.9 AND BELOW	3.6	24.0	7.5	31.5	14.3	11
POSITION AVERAGE	$21.0	$34.9	$12.4	$47.3	$41.7	92

FOOD MARKETING INSTITUTE

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



SURVEY POSITION #2 - SECOND HIGHEST PAID EXECUTIVE

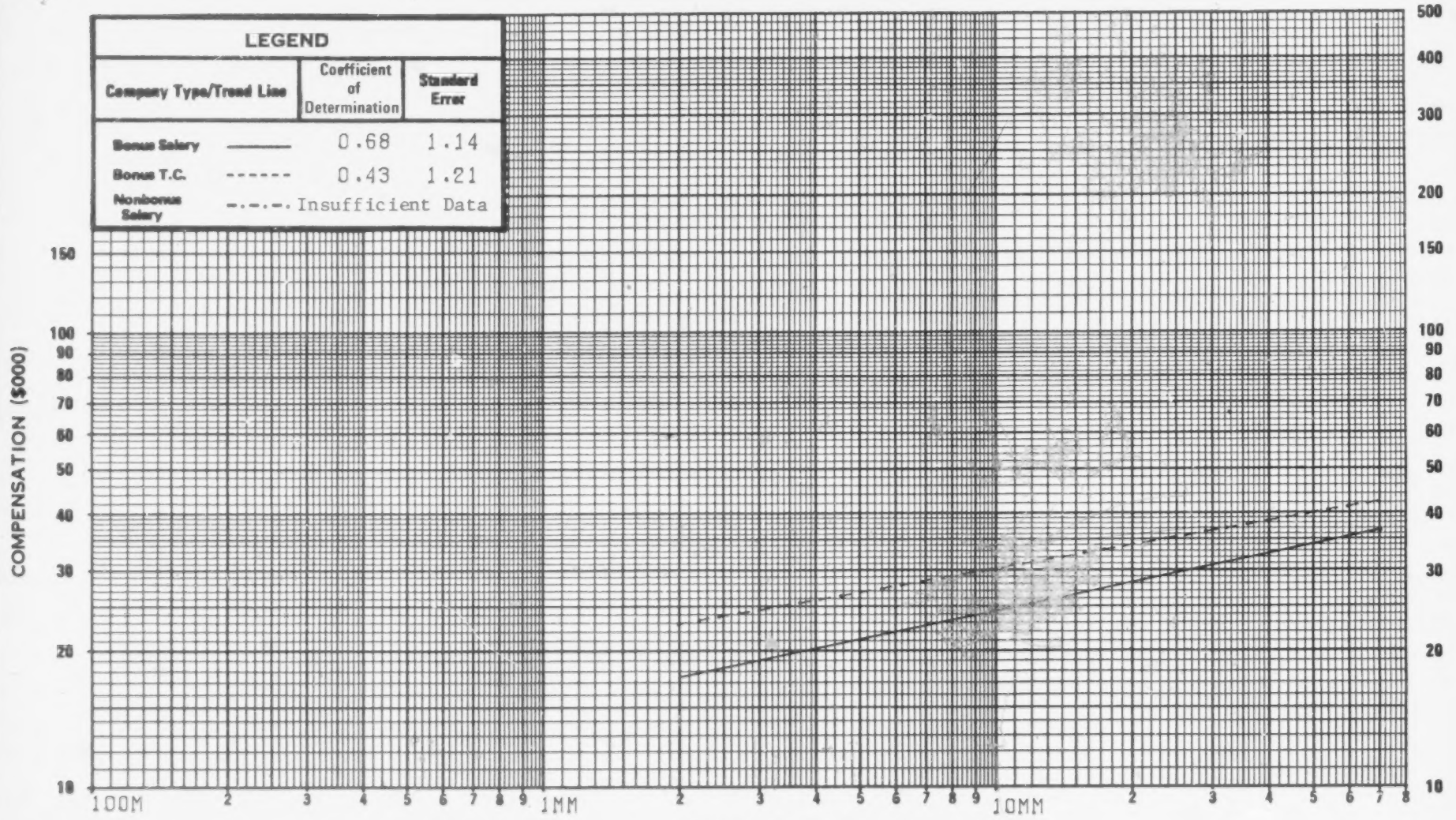
FOOD MARKETING INSTITUTE
MANAGMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS

NATIONAL SUMMARY
SURVEY POSITION 3 - THIRD HIGHEST PAID EXECUTIVE

SCOPE COMPANY SALES ($ MILL) RANGE	WEIGHTED GROUP AVERAGE	BONUS COMPANIES SALARY	BONUS	TOTAL COMPENSATION	NONBONUS COMPANIES SALARY	NUMBER OF INCUMBENTS
$40.0 AND ABOVE	$51.6	$37.6	$ 9.5	$47.1	$50.0	15
39.9 TO 25.0	33.0	36.6	8.7	45.3	29.5	14
24.9 TO 15.0	19.6	29.9	7.1	37.0	49.3	13
14.9 TO 10.0	10.8	28.3	12.5	40.8	21.3	12
9.9 TO 5.0	7.0	21.6	6.8	28.4	16.3	12
4.9 AND BELOW	3.7	21.3	7.8	29.1	10.4	8
POSITION AVERAGE	$23.4	$30.6	$9.0	$39.6	$31.0	74

FOOD MARKETING INSTITUTE

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



SURVEY POSITION #3 - THIRD HIGHEST PAID EXECUTIVE

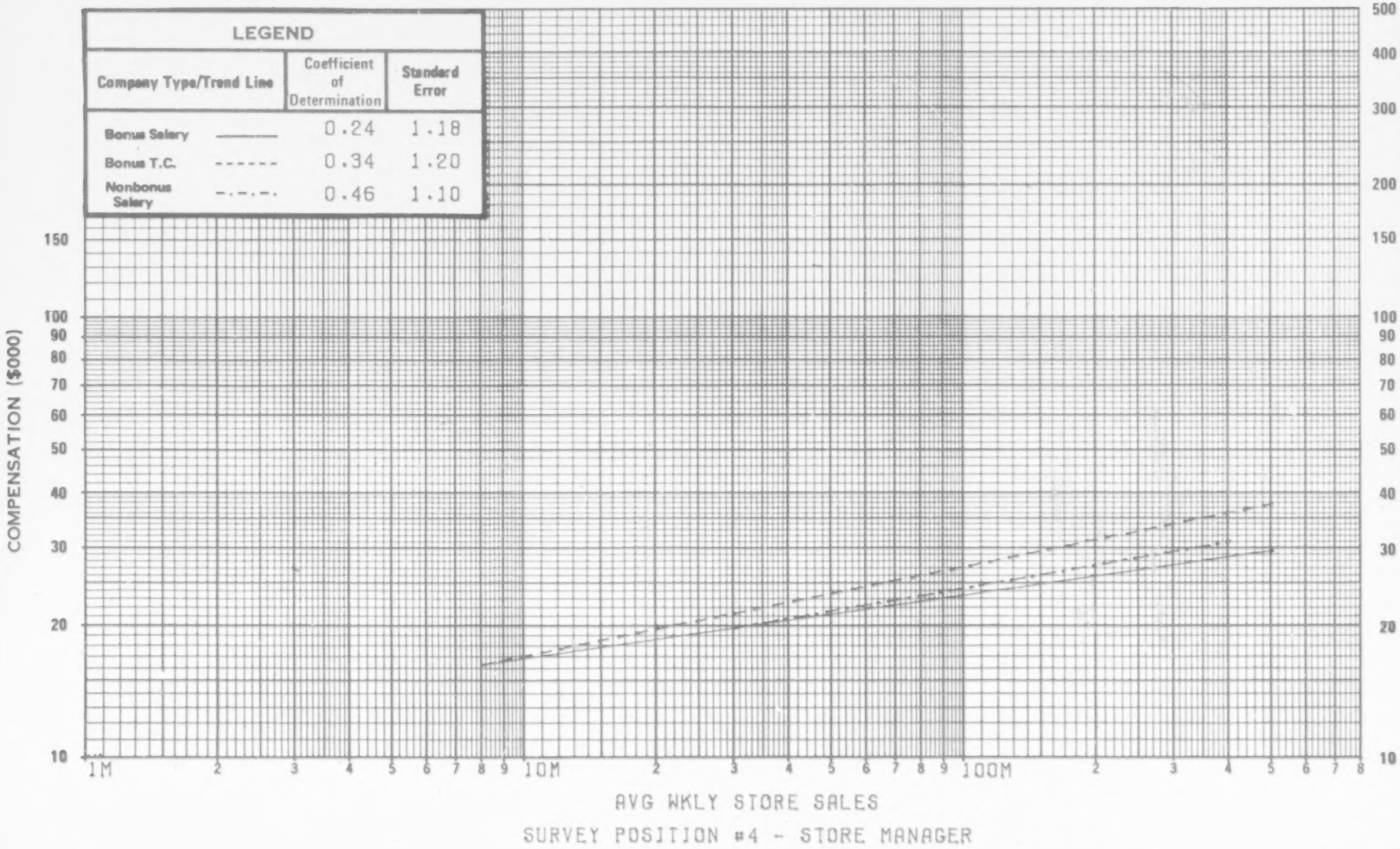
FOOD MARKETING INSTITUTE
MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS

NATIONAL SUMMARY
SURVEY POSITION 4 - STORE MANAGER

SCOPE AVG WKLY STORE SALES ($ THOU) RANGE	WEIGHTED GROUP AVERAGE	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMPENSATION	NONBONUS COMPANIES SALARY	NUMBER OF INCUMBENTS
$175.0 AND ABOVE	$246.3	$25.1	$6.6	$31.7	$27.5	30
174.9 TO 150.0	159.9	23.6	6.7	30.3	26.9	25
149.9 TO 125.0	134.7	23.8	2.7	26.5	23.5	33
124.9 TO 100.0	110.7	25.0	4.0	29.0	25.6	46
99.9 TO 90.0	94.0	24.2	4.4	28.6	24.2	30
89.9 TO 80.0	83.6	22.9	3.5	26.4	23.4	31
79.9 TO 70.0	73.5	22.0	3.5	25.5	21.1	40
69.9 TO 60.0	63.6	21.6	2.0	23.6	23.2	36
59.9 TO 50.0	53.1	21.5	2.2	23.7	21.5	58
49.9 TO 40.0	44.1	21.5	2.6	23.5	23.5	37
39.9 TO 30.0	34.1	19.4	2.0	21.4	19.6	41
29.9 AND BELOW	20.8	17.8	1.2	19.0	----	26
NO SCOPE REPORTED		18.9	4.9	23.8	21.0	9
POSITION AVERAGE	$88.2	$22.1	$3.3	$25.4	$24.0	442

FOOD MARKETING INSTITUTE

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



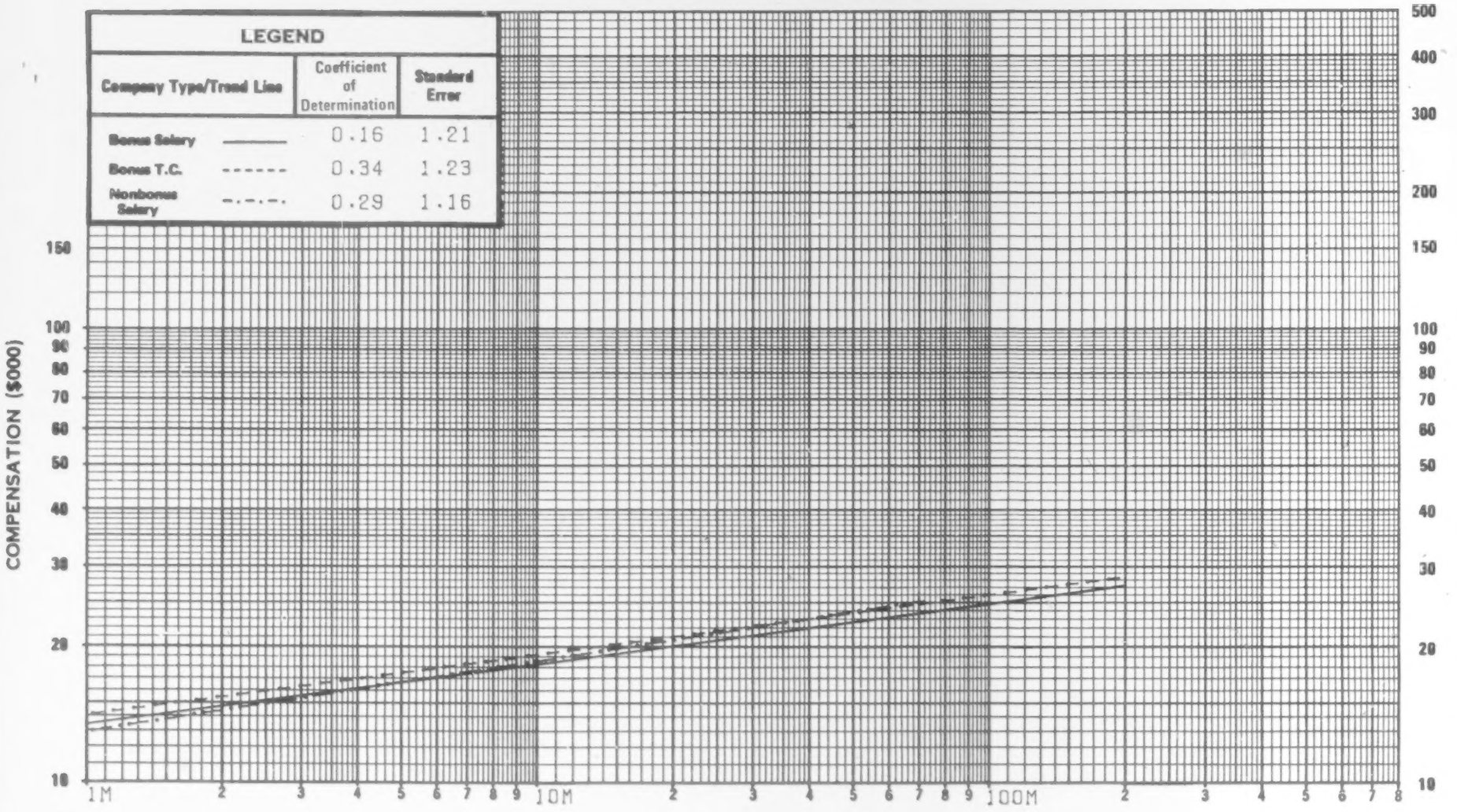
FOOD MARKETING INSTITUTE
MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS

NATIONAL SUMMARY
SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

SCOPE AVG WKLY MEAT SALES ($ THOU) RANGE	WEIGHTED GROUP AVERAGE	BONUS COMPANIES SALARY	BONUS COMPANIES BONUS	BONUS COMPANIES TOTAL COMPENSATION	NONBONUS COMPANIES SALARY	NUMBER OF INCUMBENTS
$40.0 AND ABOVE	$61.9	$22.4	$9.3	$31.7	$22.3	28
39.9 TO 30.0	33.5	21.7	1.8	23.5	22.6	30
29.9 TO 25.0	27.4	21.1	2.0	23.1	21.3	32
24.9 TO 20.0	21.9	20.0	1.9	21.9	20.8	49
19.9 TO 15.0	16.9	20.0	1.5	21.5	20.7	77
14.9 TO 10.0	12.2	19.2	1.2	20.4	18.8	104
9.9 AND BELOW	7.0	16.6	0.7	17.3	17.7	91
POSITION AVERAGE	$19.2	$19.7	$2.0	$21.7	$19.7	424

FOOD MARKETING INSTITUTE

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



SURVEY POSITION #5 - MEAT DEPARTMENT MANAGER

REGIONAL ANALYSIS

FOOD MARKETING INSTITUTE

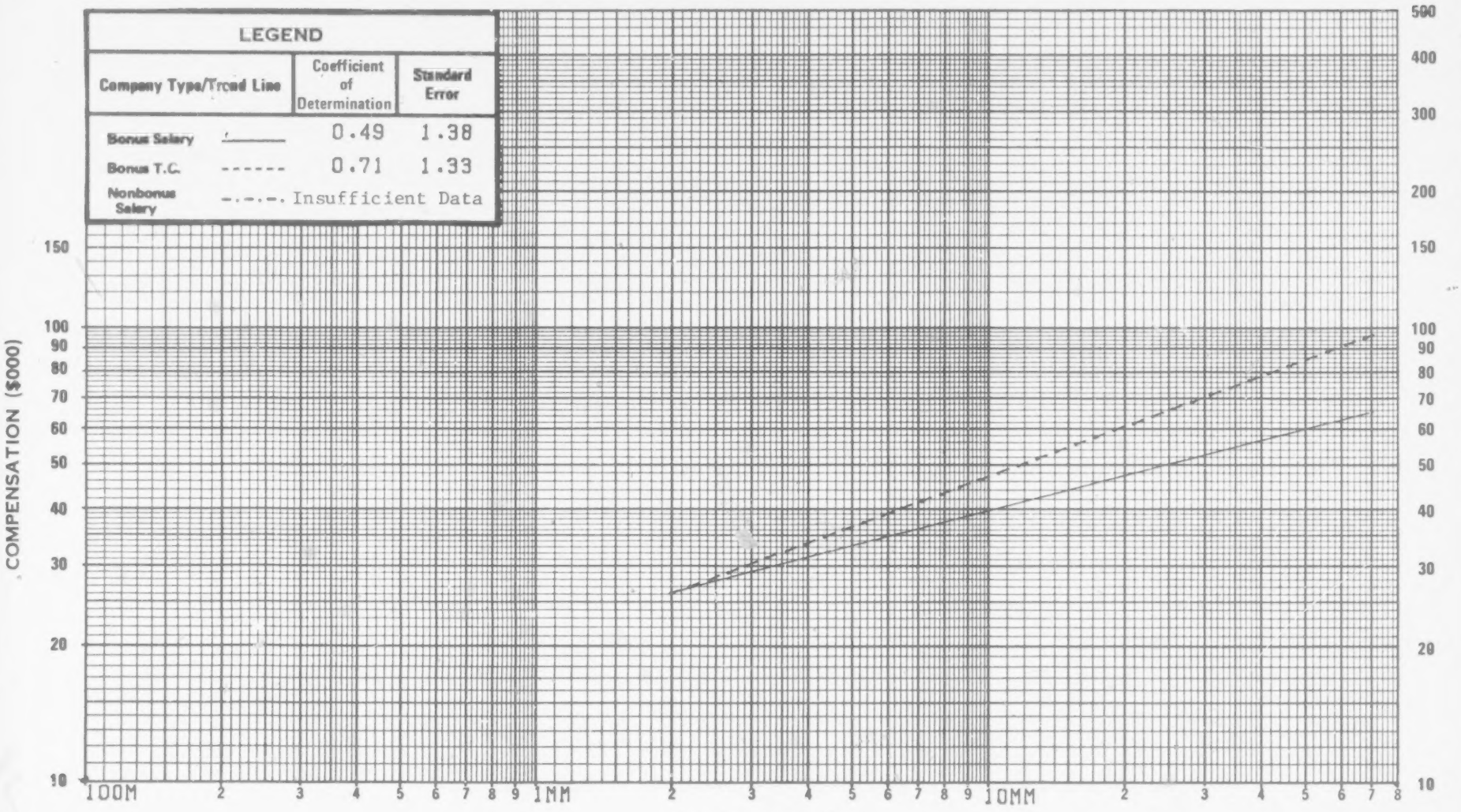
SURVEY POSITION 1 - CHIEF EXECUTIVE OFFICER

REGION #1 - NORTHEAST

SCOPE COMPANY SALES ($MILL)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$10.0 AND ABOVE	$ 80.0	$ 10.0	$ 90.0	$157.6
				75.0
	72.0	25.0	97.0	
	57.0	25.0	82.0	
	52.0	10.0	62.0	
				50.0
				47.0
	35.0	30.0	65.0	
	24.7	12.0	36.7	
$ 36.0 WEIGHTED GROUP AVG:	$ 53.5	$ 18.6	$ 72.1	$ 82.4
$9.9 AND BELOW	$ 40.0	$ 0.0	$ 40.0	
	35.0	0.0	35.0	
	31.2	0.5	31.7	
	28.5	0.0	28.5	
	21.7	1.0	22.7	
$ 4.3 WEIGHTED GROUP AVG:	$ 31.3	$ 0.3	$ 31.6	
$ 25.4 POSITION AVERAGE:	$ 43.4	$ 10.3	$ 53.7	$ 82.4

FOOD MARKETING INSTITUTE

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



SURVEY POSITION #1 - CHIEF EXECUTIVE OFFICER

REGION #1 - NORTHEAST

FOOD MARKETING INSTITUTE

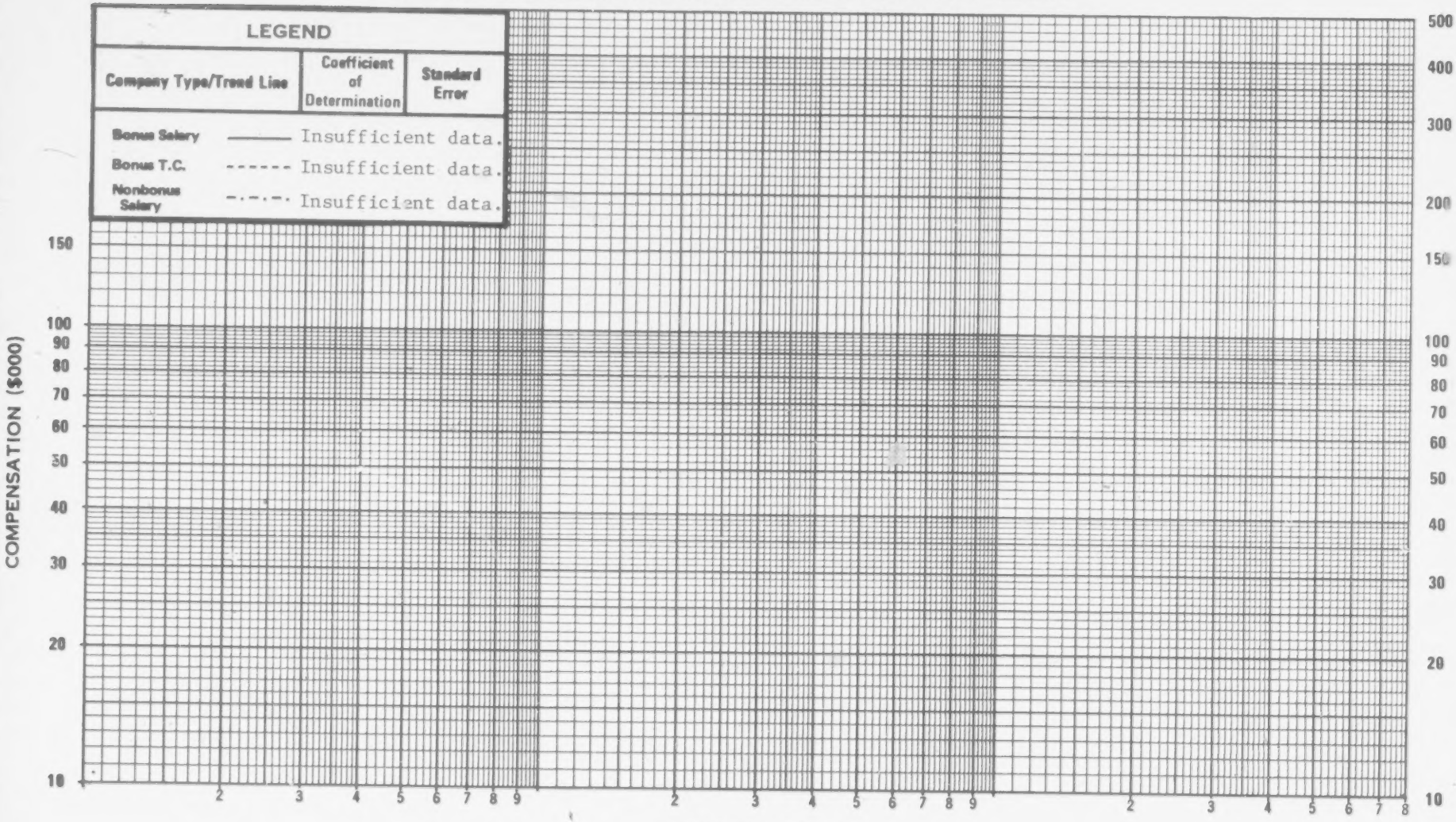
SURVEY POSITION 2 - SECOND HIGHEST PAID EXECUTIVE

REGION #1 - NORTHEAST

SCOPE COMPANY SALES ($MILL)		BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$20.0 AND ABOVE		$ 80.0	$ 10.0	$ 90.0	
		72.0	25.0	97.0	
		67.0	10.0	77.0	
		47.0	20.0	67.0	
					$ 44.0
		37.4	2.6	40.0	
		30.2	8.0	38.2	
$ 45.2	WEIGHTED GROUP AVG:	$ 55.6	$ 12.6	$ 68.2	$ 44.0
$19.9 AND BELOW		$ 35.0	$ 30.0	$ 65.0	
		23.4	0.0	23.4	
		22.1	3.0	25.1	
		21.7	1.0	22.7	
		20.8	3.0	23.8	
$ 10.7	WEIGHTED GROUP AVG:	$ 24.6	$ 7.4	$ 32.0	
$ 30.8	POSITION AVERAGE:	$ 41.5	$ 10.2	$ 51.7	$ 44.0

FOOD MARKETING INSTITUTE

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



COMPANY SALES

SURVEY POSITION #2 - SECOND HIGHEST PAID EXECUTIVE

REGION #1 - NORTHEAST

FOOD MARKETING INSTITUTE

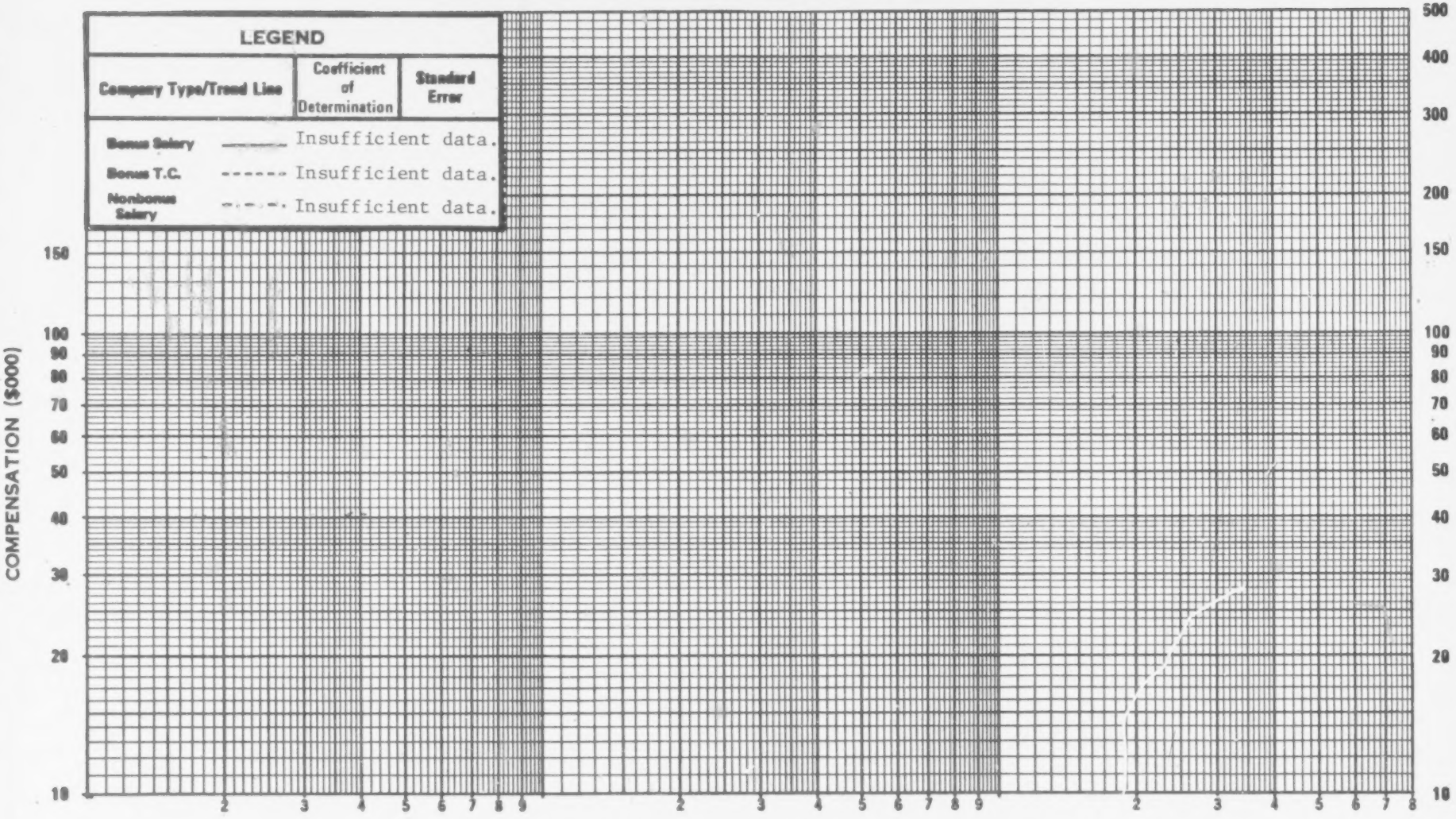
SURVEY POSITION 3 - THIRD HIGHEST PAID EXECUTIVE

REGION #1 - NORTHEAST

SCOPE COMPANY SALES ($MILL)		BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$65.0 AND BELOW		$ 72.0	$ 25.0	$ 97.0	
		67.0	10.0	77.0	
		47.0	20.0	67.0	
		37.2	2.8	40.0	
		35.0	30.0	65.0	
		33.0	2.5	35.5	
		32.7	3.0	35.7	
					$ 30.0
					21.3
$ 38.3	WEIGHTED GROUP AVG:	$ 46.3	$ 13.3	$ 59.6	$ 25.7
$ 38.3	POSITION AVERAGE:	$ 46.3	$ 13.3	$ 59.6	$ 25.7

FOOD MARKETING INSTITUTE

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



COMPANY SALES

SURVEY POSITION #3 - THIRD HIGHEST PAID EXECUTIVE

REGION #1 - NORTHEAST

FOOD MARKETING INSTITUTE

SURVEY POSITION 4 - STORE MANAGER

REGION #1 - NORTHEAST

SCOPE AVG WKLY STORE SALES (STHOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$150.0 AND ABOVE				$ 27.3
				27.3
				27.3
	$ 27.0	$ 1.5	$ 28.5	
	27.0	1.5	28.5	
	26.3	1.2	27.5	
	25.0	1.5	26.5	
	24.9	2.5	27.4	
	24.9	3.0	27.9	
	24.9	3.0	27.9	
	24.9	3.0	27.9	
	24.0	1.2	25.2	
	24.0	1.5	25.5	
				23.4
	20.5	3.2	23.7	
$ 208.1 WEIGHTED GROUP AVG:	$ 24.9	$ 2.1	$ 27.0	$ 26.3

FOOD MARKETING INSTITUTE

SURVEY POSITION 4 - STORE MANAGER

REGION #1 - NORTHEAST

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$149.9 TO $100.0	$ 32.0	$ 6.0	$ 38.0	
	32.0	6.0	38.0	
	32.0	6.0	38.0	
	24.9	3.0	27.9	
	24.7	1.2	25.9	
				$ 23.4
				23.4
				23.4
				23.4
	22.1	3.0	25.1	
				22.0
	22.0	1.5	23.5	
	21.7	1.0	22.7	
	21.1	7.0	28.1	
	20.6	0.0	20.6	
	20.5	5.4	25.9	
	19.8	2.7	22.5	
	19.8	3.6	23.4	
$ 124.5 WEIGHTED GROUP AVG:	$ 24.1	$ 3.6	$ 27.7	$ 23.1

FOOD MARKETING INSTITUTE

SURVEY POSITION 4 - STORE MANAGER

REGION #1 - NORTHEAST

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$99.9 TO $50.0	$ 30.0	$ 6.0	$ 36.0	
	30.0	6.0	36.0	
	30.0	6.0	36.0	
	30.0	6.0	36.0	
	30.0	6.0	36.0	
	24.9	3.0	27.9	
	23.6	1.2	24.8	
				$ 23.4
				23.0
				23.0
	21.8	1.2	23.0	
	21.0	1.2	22.2	
	20.8	2.0	22.8	
	20.8	3.0	23.8	
	20.6	0.0	20.6	
				20.0
				20.0
				20.0
				20.0
				20.0
	20.0	1.2	21.2	
	19.8	0.0	19.8	
	19.5	2.0	21.5	
	19.0	0.0	19.0	
	17.0	0.0	17.0	
$ 73.8 WEIGHTED GROUP AVG:	$ 23.5	$ 2.6	$ 26.1	$ 21.2

FOOD MARKETING INSTITUTE

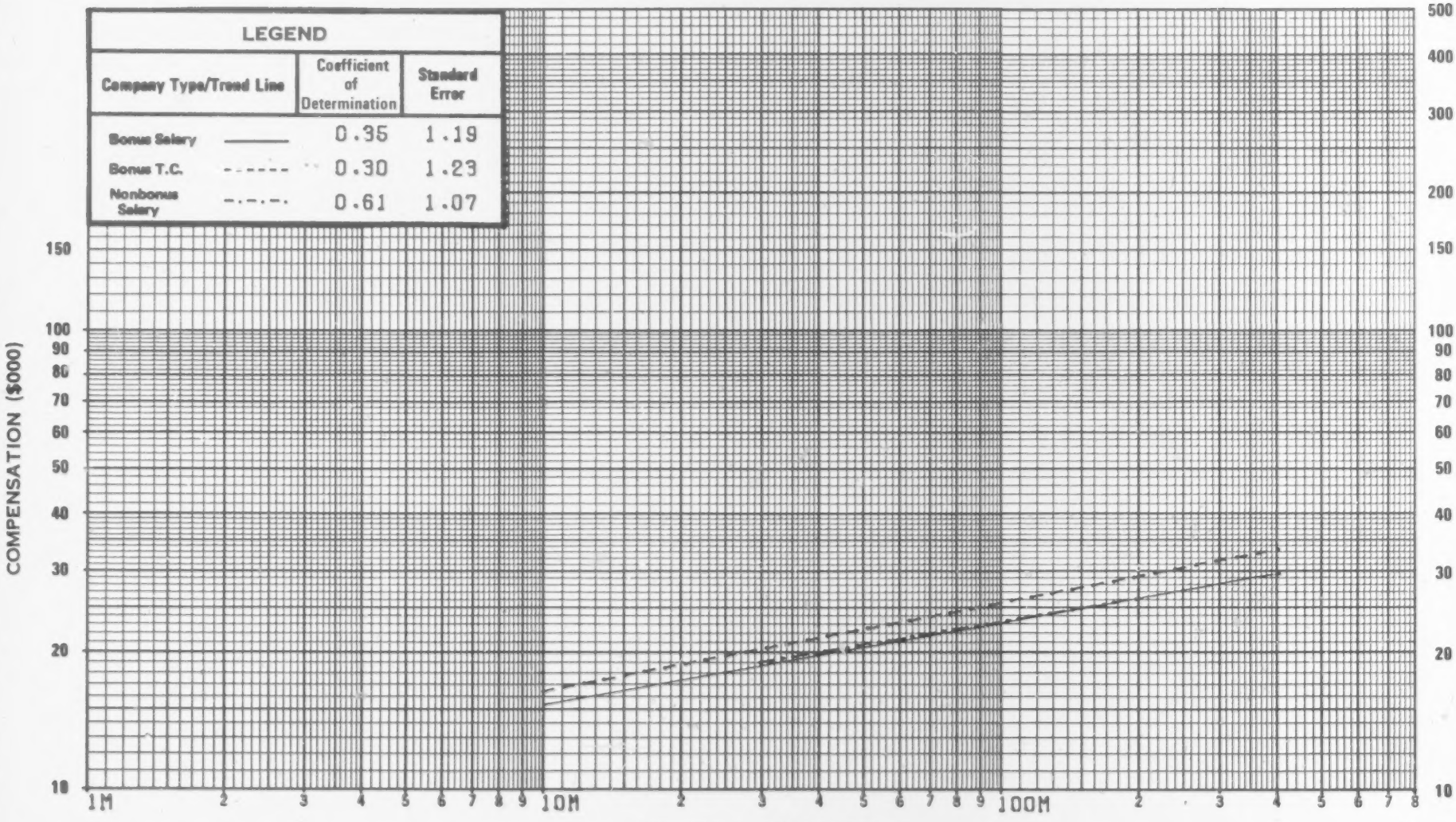
SURVEY POSITION 4 - STORE MANAGER

REGION #1 - NORTHEAST

SCOPE AVG WKLY STORE SALES ($THOU)		BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$49.9 AND BELOW		$ 22.7	$ 3.0	$ 25.7	
		22.0	1.2	23.2	
					$ 21.0
		20.8	0.5	21.3	
					20.0
					20.0
		16.9	3.0	19.9	
		16.1	2.0	18.1	
		15.6	2.0	17.6	
		14.8	0.0	14.8	
		12.0	0.5	12.5	
$ 34.0	WEIGHTED GROUP AVG:	$ 17.6	$ 1.5	$ 19.1	$ 20.3
NO SCOPE REPORTED		$ 21.1	$ 7.5	$ 28.6	
		19.5	5.0	24.5	
		17.9	6.0	23.9	
		17.4	6.0	23.4	
		16.9	4.0	20.9	
		16.6	4.0	20.6	
	WEIGHTED GROUP AVG:	$ 18.2	$ 5.5	$ 23.7	
$ 109.9	POSITION AVERAGE:	$ 22.5	$ 2.9	$ 25.4	$ 22.6

FOOD MARKETING INSTITUTE

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



AVG WKLY STORE SALES

SURVEY POSITION #4 - STORE MANAGER

REGION #1 - NORTHEAST

FOOD MARKETING INSTITUTE

SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #1 - NORTHEAST

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$25.0 AND ABOVE	$ 23.9	$ 1.5	$ 25.4	
	23.9	1.5	25.4	
	23.9	1.5	25.4	
	23.9	1.5	25.4	
	23.9	1.5	25.4	
	23.9	1.5	25.4	
	23.8	1.0	24.8	
	23.7	1.0	24.7	
	22.8	1.0	23.8	
				$ 20.3
				20.0
	19.5	1.6	21.1	
	19.0	1.3	20.3	
	18.5	1.4	19.9	
	18.2	1.4	19.6	
$ 38.2 WEIGHTED GROUP AVG:	$ 22.2	$ 1.4	$ 23.6	$ 20.2

FOOD MARKETING INSTITUTE

SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #1 - NORTHEAST

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$24.9	$ 22.2	$ 1.1	$ 23.3	
TO	22.2	0.9	23.1	
$15.0	21.0	2.0	23.0	
	21.0	2.0	23.0	
	21.0	2.0	23.0	
	21.0	2.0	23.0	
	21.0	2.0	23.0	
	21.0	2.0	23.0	
	20.3	3.0	23.3	
				$ 20.3
	20.1	1.2	21.3	
				20.0
				20.0
				20.0
				20.0
				19.0
				19.0
				18.9
	18.0	0.5	18.5	
$ 18.5 WEIGHTED GROUP AVG:	$ 20.8	$ 1.7	$ 22.5	$ 19.7

FOOD MARKETING INSTITUTE

SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #1 - NORTHEAST

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$14.9	$ 22.7	$ 1.5	$ 24.2	
TO	22.2	1.0	23.2	
$10.0	21.0	2.0	23.0	
	21.0	1.3	22.3	
	21.0	2.0	23.0	
				$ 20.3
				20.2
				20.0
				20.0
				20.0
				18.0
				16.9
	16.0	0.0	16.0	
$ 12.8 WEIGHTED GROUP AVG:	$ 20.6	$ 1.3	$ 22.0	$ 19.3
$9.9 AND BELOW	$ 20.8	$ 0.6	$ 21.4	
				$ 20.0
				20.0
				20.0
				17.9
				17.9
				17.9
				16.9
				15.6
				13.5
	12.0	0.4	12.4	
$ 7.1 WEIGHTED GROUP AVG:	$ 16.4	$ 0.5	$ 16.9	$ 17.7

FOOD MARKETING INSTITUTE

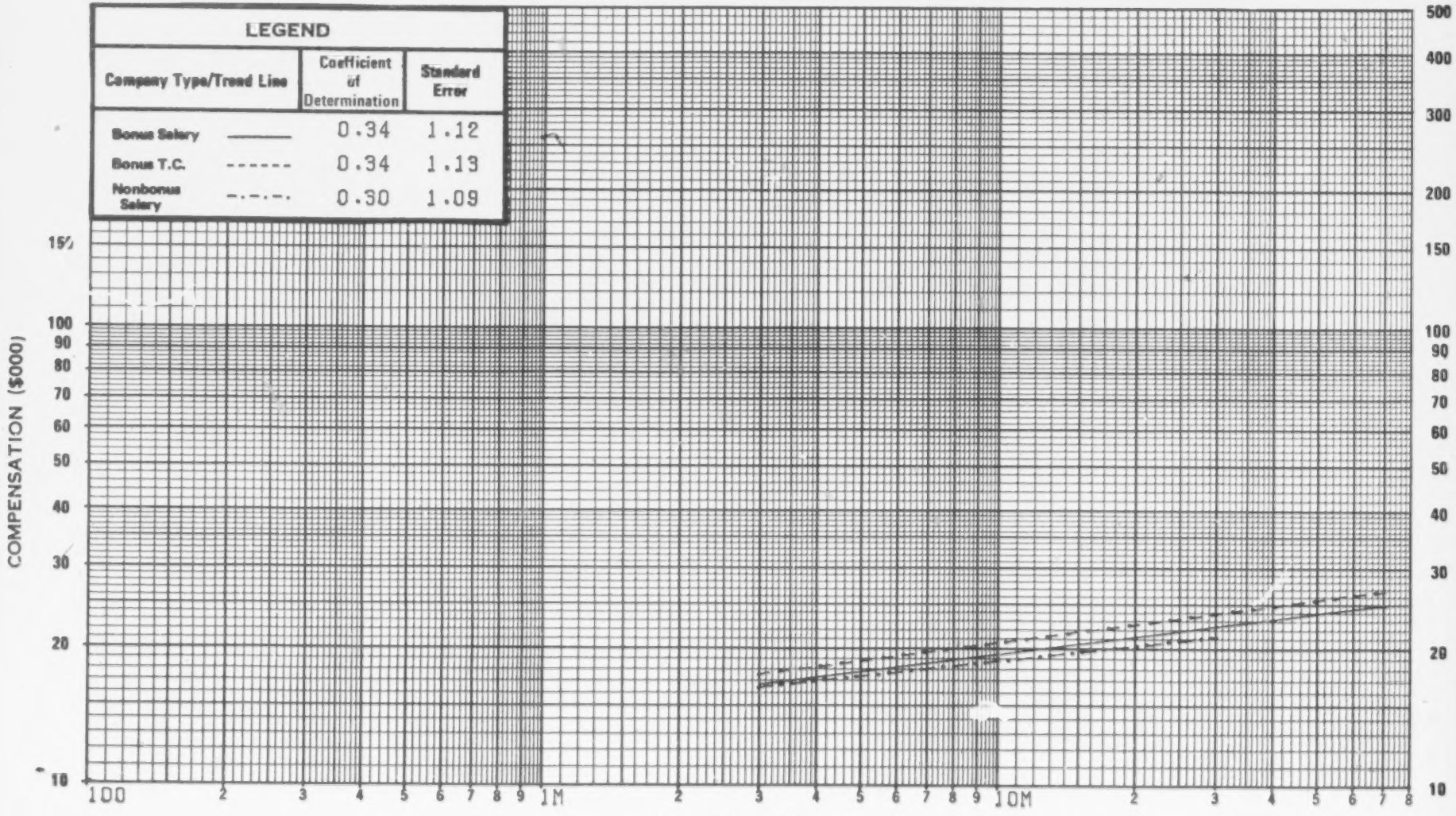
SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #1 - NORTHEAST

SCOPE AVG WKLY MEAT SALES ($THOU)		BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
NO SCOPE REPORTED					$ 21.8
$ 20.1	POSITION AVERAGE:	$ 21.1	$ 1.4	$ 22.5	$ 19.1

FOOD MARKETING INSTITUTE

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



SURVEY POSITION #5 - MEAT DEPARTMENT MANAGER

REGION #1 - NORTHEAST

FOOD MARKETING INSTITUTE

SURVEY POSITION 1 - CHIEF EXECUTIVE OFFICER

REGION #2 - GREAT LAKES

SCOPE COMPANY SALES ($MILL)		BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$30.0 AND ABOVE		$125.0	$ 0.0	$125.0	
		120.0	10.0	130.0	
		87.0	8.0	95.0	
		80.0	90.0	170.0	
		78.0	26.0	104.0	
		44.5	40.0	84.5	
		36.0	0.0	36.0	
$ 43.7	WEIGHTED GROUP AVG:	$ 81.5	$ 24.9	$106.4	
$29.9 TO $10.0		$100.0	$ 35.0	$135.0	$ 77.5
		65.0	23.0	88.0	
		60.0	40.0	100.0	
		55.0	11.0	66.0	
					52.0
					52.0
		50.0	3.0	53.0	
		26.0	9.0	35.0	
$ 18.5	WEIGHTED GROUP AVG:	$ 59.3	$ 20.2	$ 79.5	$ 60.5

FOOD MARKETING INSTITUTE

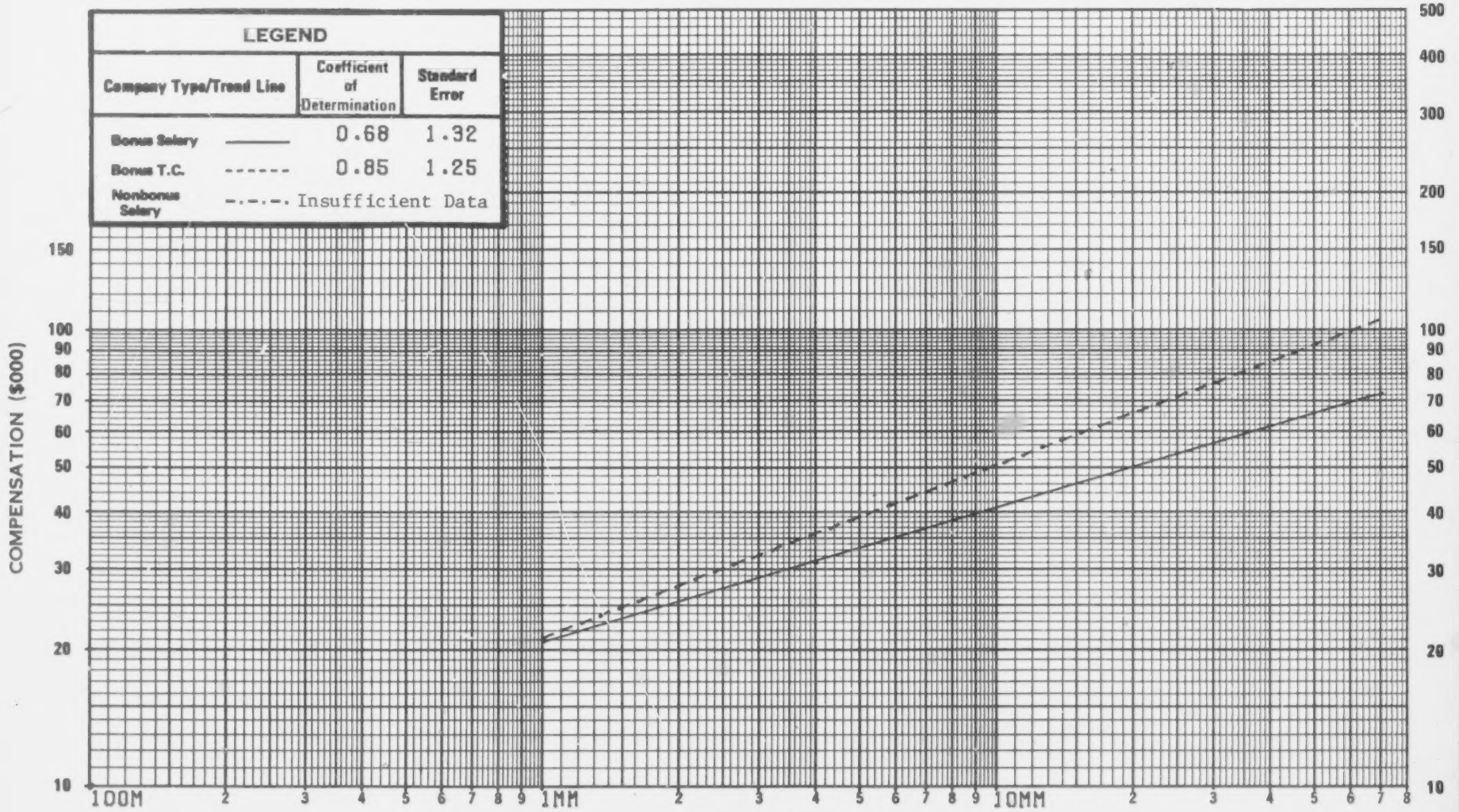
SURVEY POSITION 1 - CHIEF EXECUTIVE OFFICER

REGION #2 - GREAT LAKES

SCOPE COMPANY SALES ($MILL)		BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$9.9 AND BELOW		$136.3	$ 12.0	$148.3	
		60.0	40.0	100.0	
		50.0	60.0	110.0	
		35.0	7.0	42.0	
		30.0	0.0	30.0	
		27.5	20.0	47.5	
					$ 27.0
		25.0	4.0	29.0	
		23.4	0.0	23.4	
		23.4	0.0	23.4	
$ 4.8	WEIGHTED GROUP AVG:	$ 45.6	$ 15.9	$ 61.5	$ 27.0
$ 20.0	POSITION AVERAGE:	$ 60.8	$ 19.9	$ 80.7	$ 52.1

FOOD MARKETING INSTITUTE

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



COMPANY SALES

SURVEY POSITION #1 - CHIEF EXECUTIVE OFFICER

REGION #2 - GREAT LAKES

FOOD MARKETING INSTITUTE

SURVEY POSITION 2 - SECOND HIGHEST PAID EXECUTIVE
REGION #2 - GREAT LAKES

SCOPE COMPANY SALES ($MILL)		BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$30.0 AND ABOVE		$ 60.0	$ 0.0	$ 60.0	
		51.0	4.0	55.0	
		41.5	5.0	46.5	
		36.4	8.0	44.4	
		36.0	0.0	36.0	
		30.0	25.0	55.0	
		29.5	26.5	56.0	
$ 43.7	WEIGHTED GROUP AVG:	$ 40.6	$ 9.8	$ 50.4	
$29.9 TO $10.0					$ 77.5
					52.0
					52.0
		$ 47.0	$ 3.0	$ 50.0	
		45.0	21.0	66.0	
		40.0	9.0	49.0	
		35.0	5.0	40.0	
					30.0
		26.0	8.0	34.0	
$ 18.5	WEIGHTED GROUP AVG:	$ 38.6	$ 9.2	$ 47.8	$ 52.9

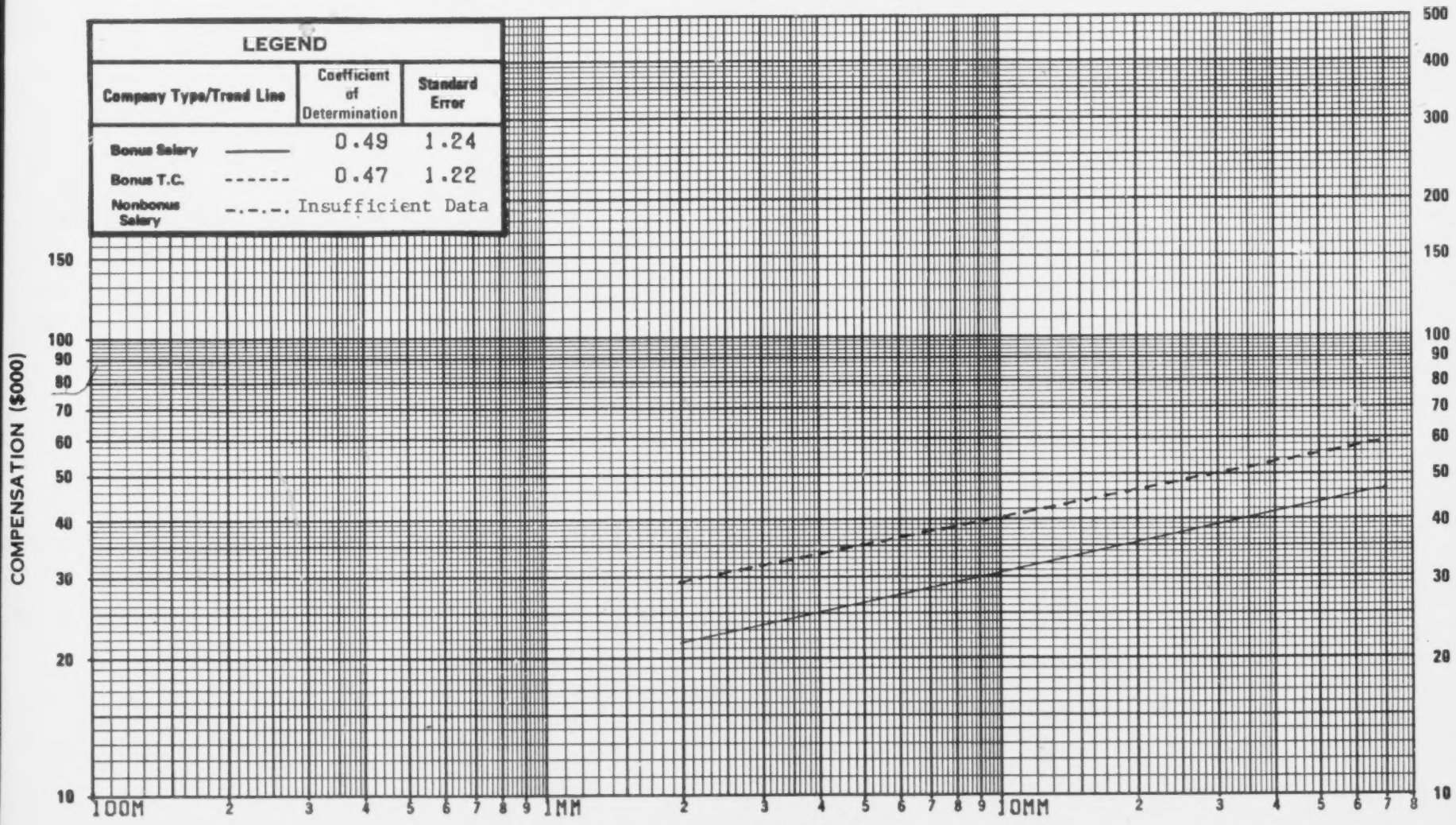
FOOD MARKETING INSTITUTE

SURVEY POSITION 2 - SECOND HIGHEST PAID EXECUTIVE
REGION #2 - GREAT LAKES

SCOPE COMPANY SALES ($MILL)		BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$9.9 AND BELOW		$ 29.5	$ 20.0	$ 49.5	
		25.0	7.0	32.0	
		25.0	10.0	35.0	
		24.8	25.0	49.8	
		24.0	3.8	27.8	
		23.4	2.5	25.9	
					$ 18.2
$ 6.0	WEIGHTED GROUP AVG:	$ 25.3	$ 11.4	$ 36.7	$ 18.2
$ 22.4	POSITION AVERAGE:	$ 35.0	$ 10.1	$ 45.1	$ 45.9

FOOD MARKETING INSTITUTE

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



COMPANY SALES

SURVEY POSITION #2 - SECOND HIGHEST PAID EXECUTIVE

REGION #2 - GREAT LAKES

FOOD MARKETING INSTITUTE

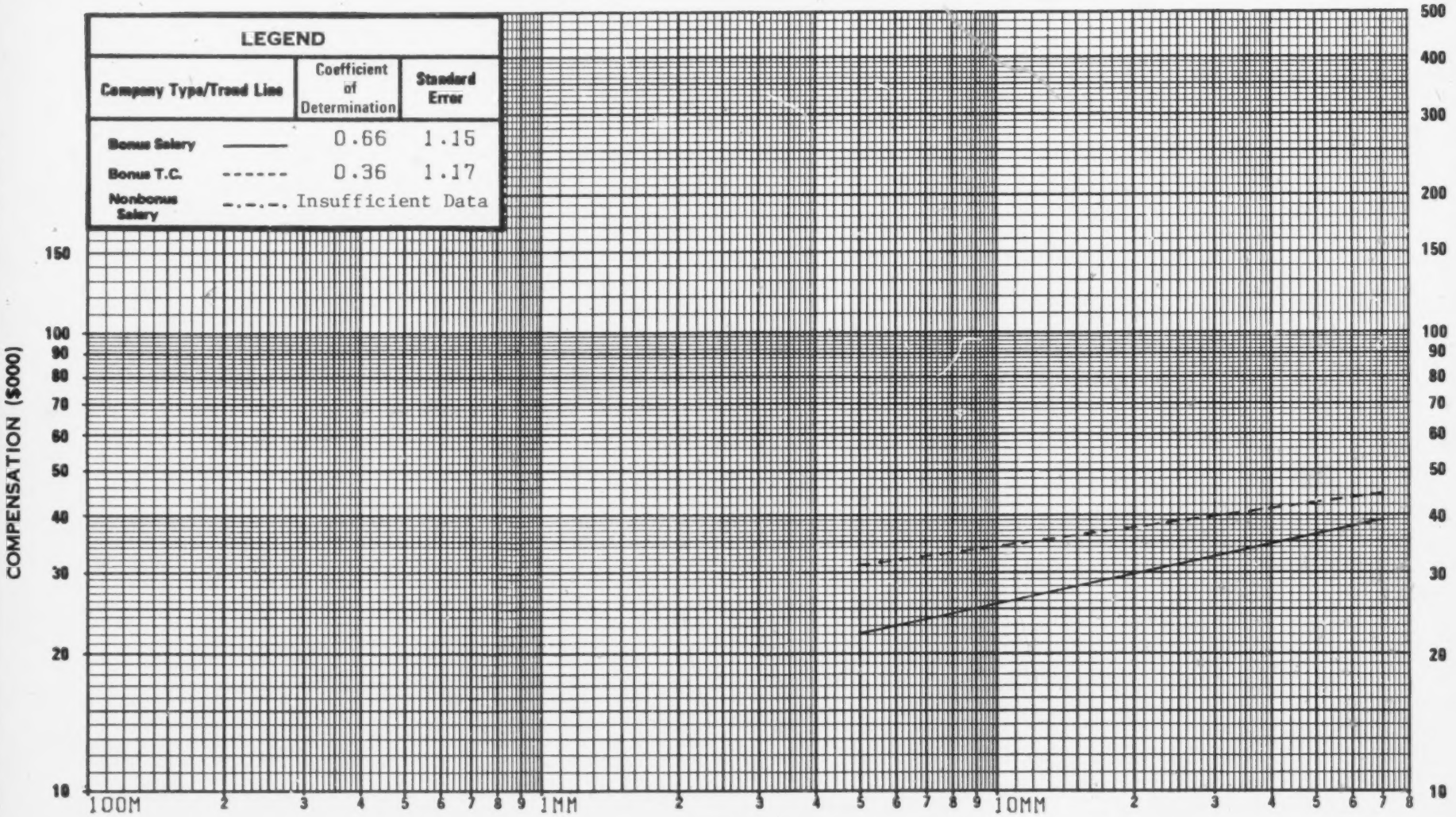
SURVEY POSITION 3 - THIRD HIGHEST PAID EXECUTIVE

REGION #2 - GREAT LAKES

SCOPE COMPANY SALES ($MILL)		BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$30.0 AND ABOVE		$ 43.5	$ 0.0	$ 43.5	
		39.2	5.0	44.2	
		35.0	0.0	35.0	
		31.2	8.0	39.2	
		30.0	0.0	30.0	
		28.0	12.0	40.0	
		27.0	16.0	43.0	
$ 43.7	WEIGHTED GROUP AVG:	$ 33.4	$ 5.9	$ 39.3	
$29.9 AND BELOW					$ 65.0
					52.0
		$ 38.0	$ 8.5	$ 46.5	
		33.5	7.5	41.0	
		31.0	10.0	41.0	
					30.0
		26.0	8.0	34.0	
		23.4	1.8	25.2	
		22.2	20.0	42.2	
		20.0	7.0	27.0	
$ 15.6	WEIGHTED GROUP AVG:	$ 27.7	$ 9.0	$ 36.7	$ 49.0
$ 27.2	POSITION AVERAGE:	$ 30.6	$ 7.4	$ 38.0	$ 49.0

FOOD MARKETING INSTITUTE

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



COMPANY SALES

SURVEY POSITION #3 - THIRD HIGHEST PAID EXECUTIVE

REGION #2 - GREAT LAKES

FOOD MARKETING INSTITUTE

SURVEY POSITION 4 - STORE MANAGER

REGION #2 - GREAT LAKES

SCOPE AVG WKLY STORE SALES (STHOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$150.0 AND ABOVE				$ 32.2
				29.6
	$ 26.5	$ 5.8	$ 32.3	
	26.0	12.0	38.0	
	25.0	11.0	36.0	
	25.0	10.0	35.0	
	25.0	5.0	30.0	
	23.7	9.4	33.1	
	22.1	0.9	23.0	
	22.0	7.2	29.2	
	22.0	8.0	30.0	
	20.8	0.0	20.8	
$ 194.5 WEIGHTED GROUP AVG:	$ 23.8	$ 6.9	$ 30.7	$ 30.9

FOOD MARKETING INSTITUTE

SURVEY POSITION 4 - STORE MANAGER

REGION #2 - GREAT LAKES

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$149.9 TO $100.0				$ 29.6
				29.1
	$ 28.1	$ 0.0	$ 28.1	
	28.1	2.0	30.1	
	27.6	0.0	27.6	
	27.6	0.0	27.6	
	27.6	0.0	27.6	
	27.0	3.0	30.0	
	27.0	0.0	27.0	
	26.5	0.0	26.5	
				26.4
	26.0	12.0	38.0	
	26.0	10.0	36.0	
	25.7	3.5	29.2	
				24.7
	24.0	9.0	33.0	
				23.9
				23.9
	22.9	0.9	23.8	
	22.1	0.9	23.0	
	21.3	0.9	22.2	
	20.0	2.5	22.5	
	20.0	2.5	22.5	
	19.5	1.8	21.3	
$ 121.8 WEIGHTED GROUP AVG:	$ 24.8	$ 2.8	$ 27.6	$ 26.3

FOOD MARKETING INSTITUTE

SURVEY POSITION 4 - STORE MANAGER

REGION #2 - GREAT LAKES

SCOPE AVG WKLY STORE SALES ($THOU)		BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$99.9 TO $75.0		$ 25.0	$ 9.0	$ 34.0	$ 26.5 TO 26.0
		25.0	7.0	32.0	
		25.0	1.1	26.1	
		24.2	*1.0	25.2	
		24.2	2.0	26.2	
		24.1	1.9	26.0	
		24.1	4.2	28.3	
		23.5	3.9	27.4	
		22.9	0.9	23.8	
		22.6	7.9	30.5	
		22.6	4.5	27.1	
		22.6	3.5	26.1	
		22.0	2.5	24.5	
		20.3	0.5	20.8	
		19.5	4.2	23.7	
$ 87.9	WEIGHTED GROUP AVG:	$ 23.2	$ 3.6	$ 26.8	$ 26.3

FOOD MARKETING INSTITUTE

SURVEY POSITION 4 - STORE MANAGER

REGION #2 - GREAT LAKES

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$74.9 TO $60.0	$ 26.8	$ 0.0	$ 26.8	$ 26.0
				24.7
	24.2	0.5	24.7	
	24.1	1.0	25.1	
	24.1	3.5	27.6	
	24.1	1.1	25.2	
				23.5
	22.8	2.0	24.8	
				22.6
	22.6	4.4	27.0	
				22.6
				22.6
	22.1	5.6	27.7	
	22.1	0.4	22.5	
	22.1	0.2	22.3	
	22.0	2.0	24.0	
	22.0	8.0	30.0	
	20.0	1.3	21.3	
	18.9	2.6	21.5	
	18.5	1.0	19.5	
	18.0	0.6	18.6	
	17.0	1.5	18.5	
$ 66.3 WEIGHTED GROUP AVG:	$ 21.8	$ 2.1	$ 23.9	$ 23.7

FOOD MARKETING INSTITUTE

SURVEY POSITION 4 - STORE MANAGER

REGION #2 - GREAT LAKES

SCOPE AVG WKLY STORE SALES (STHOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$59.9 TO $50.0	$ 27.0	$ 0.0	$ 27.0	
	23.7	0.9	24.6	
	23.7	0.4	24.1	
	23.7	0.6	24.3	
	22.6	0.0	22.6	
	22.6	5.5	28.1	
	22.4	0.0	22.4	
	22.4	1.5	23.9	
	22.1	6.8	28.9	
	22.1	3.5	25.6	
	21.0	0.4	21.4	
	21.0	2.0	23.0	
	21.0	1.0	22.0	
	20.8	0.0	20.8	
	18.5	1.0	19.5	
$ 53.4 WEIGHTED GROUP AVG:	$ 22.3	$ 1.6	$ 23.9	

FOOD MARKETING INSTITUTE

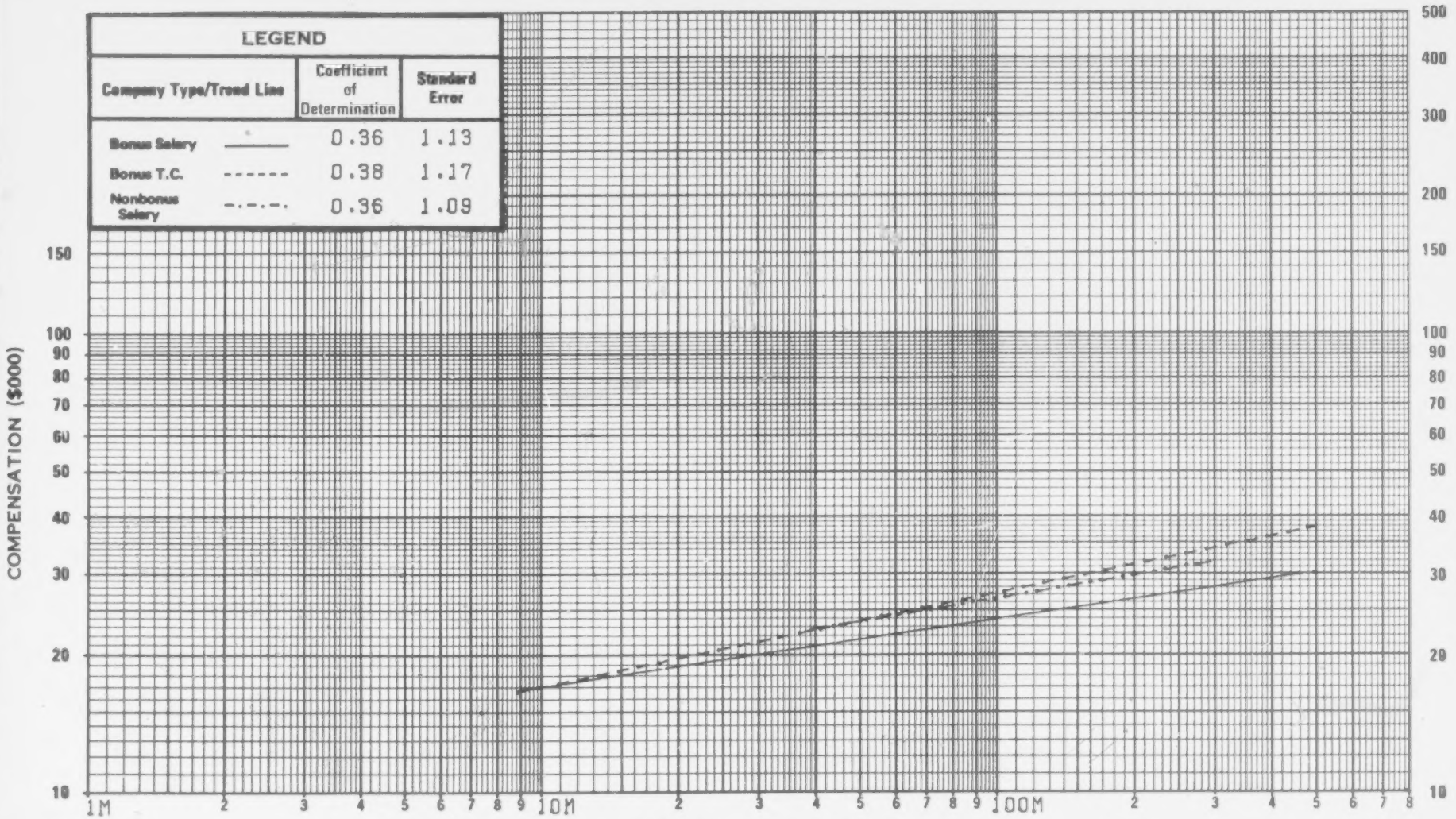
SURVEY POSITION 4 - STORE MANAGER

REGION #2 - GREAT LAKES

SCOPE AVG WKLY STORE SALES (STHOU)		BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$49.9 AND BELOW		$ 26.8	$ 2.0	$ 28.8	
					$ 26.0
		22.6	2.5	25.1	
		22.1	3.1	25.2	
		22.1	1.7	23.8	
		22.1	4.8	26.9	
		22.1	0.0	22.1	
		22.1	0.8	22.9	
		22.0	4.2	26.2	
		21.8	1.6	23.4	
		21.0	8.0	29.0	
		20.8	1.0	21.8	
		20.0	5.0	25.0	
		18.7	0.0	18.7	
		17.6	1.0	18.6	
		16.9	1.5	18.4	
		15.8	0.0	15.8	
		15.6	1.0	16.6	
		15.6	1.0	16.6	
		15.0	0.6	15.6	
		12.3	0.0	12.3	
$ 33.2	WEIGHTED GROUP AVG:	$ 19.6	$ 1.9	$ 21.6	$ 26.0
$ 87.3	POSITION AVERAGE:	$ 22.4	$ 2.9	$ 25.3	$ 25.9

FOOD MARKETING INSTITUTE

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



SURVEY POSITION #4 - STORE MANAGER

REGION #2 - GREAT LAKES

FOOD MARKETING INSTITUTE

SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #2 - GREAT LAKES

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$25.0 AND ABOVE	$ 26.6	$ 0.0	$ 26.6	
	26.6	0.0	26.6	
	26.6	0.3	26.9	
	26.6	0.0	26.6	
	26.6	0.5	27.1	
	26.6	0.0	26.6	
	26.6	0.0	26.6	
	26.0	2.0	28.0	
	26.0	1.0	27.0	
	26.0	1.0	27.0	
	26.0	2.0	28.0	
				$ 25.0
				24.7
				24.4
				24.0
	22.0	3.0	25.0	
	22.0	4.0	26.0	
	21.8	1.7	23.5	
				21.4
				21.4
				21.2
				21.2
				21.2
	19.5	1.5	21.0	
$ 33.9 WEIGHTED GROUP AVG:	$ 25.0	$ 1.2	$ 26.2	$ 22.7

FOOD MARKETING INSTITUTE

SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #2 - GREAT LAKES

SCOPE AVG WKLY MEAT SALES (STHOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$24.9				$ 27.4
TO	$ 26.6	$ 0.0	$ 26.6	
$18.0	26.0	1.0	27.0	
				25.0
				25.0
				23.5
	23.0	7.0	30.0	
				23.0
				22.6
				22.4
	21.4	1.1	22.5	
	21.4	0.8	22.2	
				21.2
				21.2
				20.0
	19.0	1.8	20.8	
	18.5	1.0	19.5	
	18.0	1.3	19.3	
	17.0	2.0	19.0	
	16.0	1.5	17.5	
$ 20.6 WEIGHTED GROUP AVG:	$ 20.7	$ 1.7	$ 22.4	$ 23.1

FOOD MARKETING INSTITUTE

SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #2 - GREAT LAKES

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$17.9 TO $15.0	$ 26.6	$ 0.0	$ 26.6	$ 28.1
				23.0
				22.8
				21.4
				21.4
	21.4	0.4	21.8	
	21.4	0.8	22.2	
	21.4	0.6	22.0	
				21.4
				21.2
				20.0
	19.5	0.8	20.3	
	18.6	0.8	19.4	
				18.5
	17.9	0.4	18.3	
				17.5
$ 15.9 WEIGHTED GROUP AVG:	$ 21.0	$ 0.5	$ 21.5	$ 21.5

FOOD MARKETING INSTITUTE

SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #2 - GREAT LAKES

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$14.9 TO $10.0	$ 26.6	$ 0.0	$ 26.6	
				$ 24.0
				22.1
				21.6
	21.4	0.4	21.8	
	21.4	0.0	21.4	
	21.4	0.6	22.0	
				19.5
				19.5
				19.5
	19.0	0.0	19.0	
	19.0	0.8	19.8	
				18.9
	18.8	0.6	19.4	
				18.7
	18.3	0.6	18.9	
	18.0	0.5	18.5	
	17.8	0.6	18.4	
				17.5
				17.5
				15.5
	15.3	0.8	16.1	
	15.0	1.0	16.0	
	14.2	0.5	14.7	
$ 12.0 WEIGHTED GROUP AVG:	$ 18.9	$ 0.5	$ 19.4	$ 19.5

FOOD MARKETING INSTITUTE

SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #2 - GREAT LAKES

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$9.9 AND BELOW	$ 26.6	$ 0.3	$ 26.9	
				$ 22.1
				21.6
				21.6
				21.6
				21.6
				21.5
				20.8
				20.8
				20.6
	20.0	2.0	22.0	
				19.4
	18.7	0.0	18.7	
				18.0
	18.0	0.7	18.7	
				17.5
	17.2	0.0	17.2	
	17.0	4.0	21.0	
	17.0	1.4	18.4	
	16.6	0.0	16.6	
				16.5
				15.6
				15.6
	15.0	0.0	15.0	
	13.5	0.0	13.5	
	12.5	0.5	13.0	
	12.5	0.6	13.1	
$ 7.3 WEIGHTED GROUP AVG:	$ 17.1	$ 0.7	$ 17.8	$ 19.7

FOOD MARKETING INSTITUTE

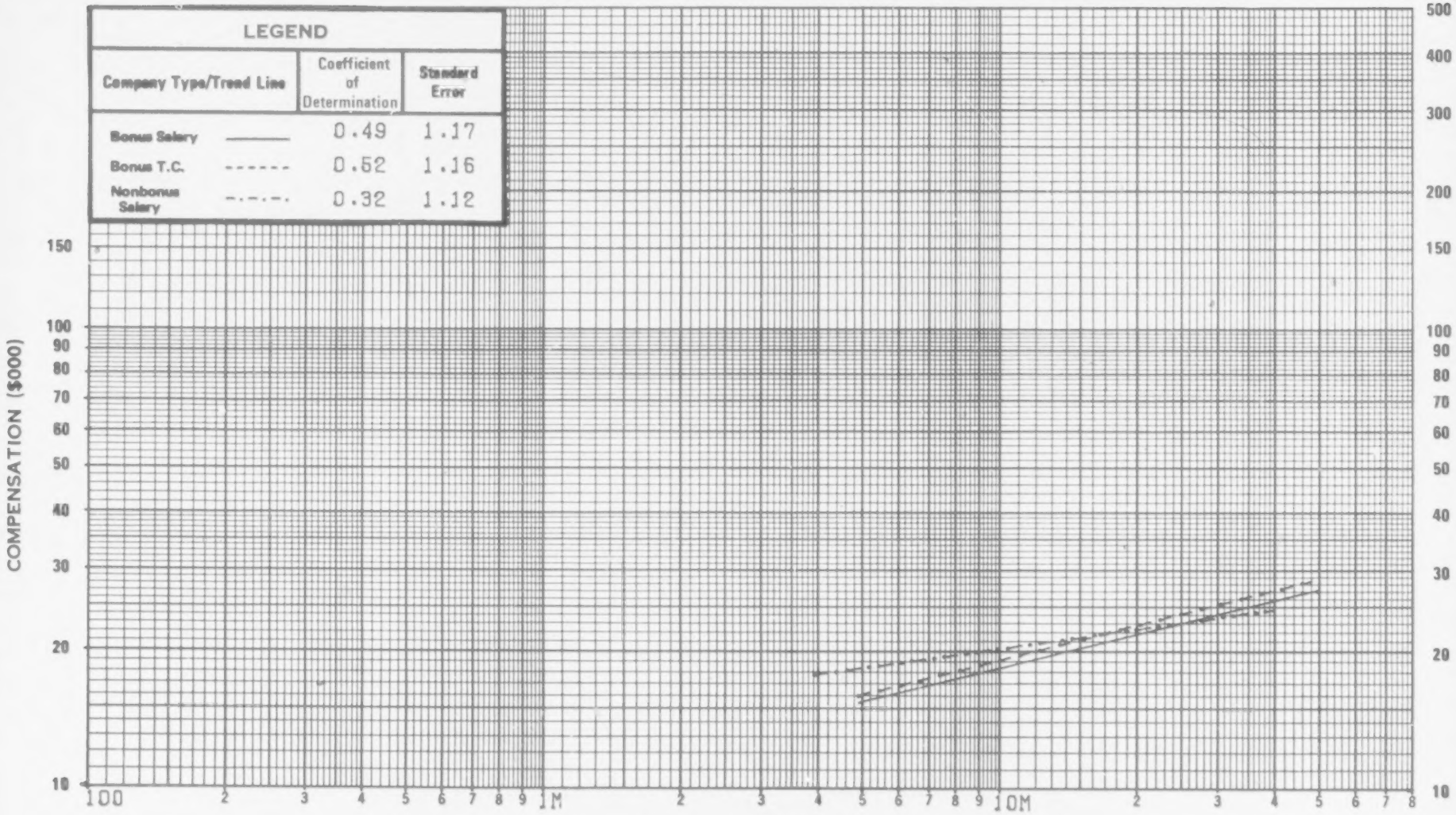
SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #2 - GREAT LAKES

SCOPE AVG WKLY MEAT SALES ($THOU)		BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
NO SCOPE REPORTED		$ 18.5	$ 0.0	$ 18.5	$ 30.0
	WEIGHTED GROUP AVG:	$ 18.5	$ 0.0	$ 18.5	$ 30.0
$ 17.7	POSITION AVERAGE:	$ 20.7	$ 0.9	$ 21.6	$ 21.3

FOOD MARKETING INSTITUTE

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



AVG WKLY MEAT SALES

SURVEY POSITION #6 - MEAT DEPARTMENT MANAGER

REGION #2 - GREAT LAKES

FOOD MARKETING INSTITUTE

SURVEY POSITION 1 - CHIEF EXECUTIVE OFFICER

REGION #3 - MIDDLE STATES

SCOPE COMPANY SALES ($MILL)		BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$20.0 AND ABOVE		$ 75.6	$ 0.0	$ 75.6	$180.0
		75.0	36.5	111.5	
		70.0	11.0	81.0	
		60.0	50.0	110.0	
		52.0	10.0	62.0	
					50.0
		40.0	10.3	50.3	
		26.0	194.0	220.0	
$ 37.8	WEIGHTED GROUP AVG:	$ 56.9	$ 44.6	$101.5	$115.0
$19.9 TO $10.0		$ 72.8	$ 0.0	$ 72.8	
		71.5	7.2	78.7	
		62.4	0.0	62.4	
		52.0	23.0	75.0	
		50.0	0.0	50.0	
		48.0	10.0	58.0	
		42.0	5.0	47.0	
		35.0	0.0	35.0	
		31.2	10.0	41.2	
$ 14.4	WEIGHTED GROUP AVG:	$ 51.7	$ 6.1	$ 57.8	

FOOD MARKETING INSTITUTE

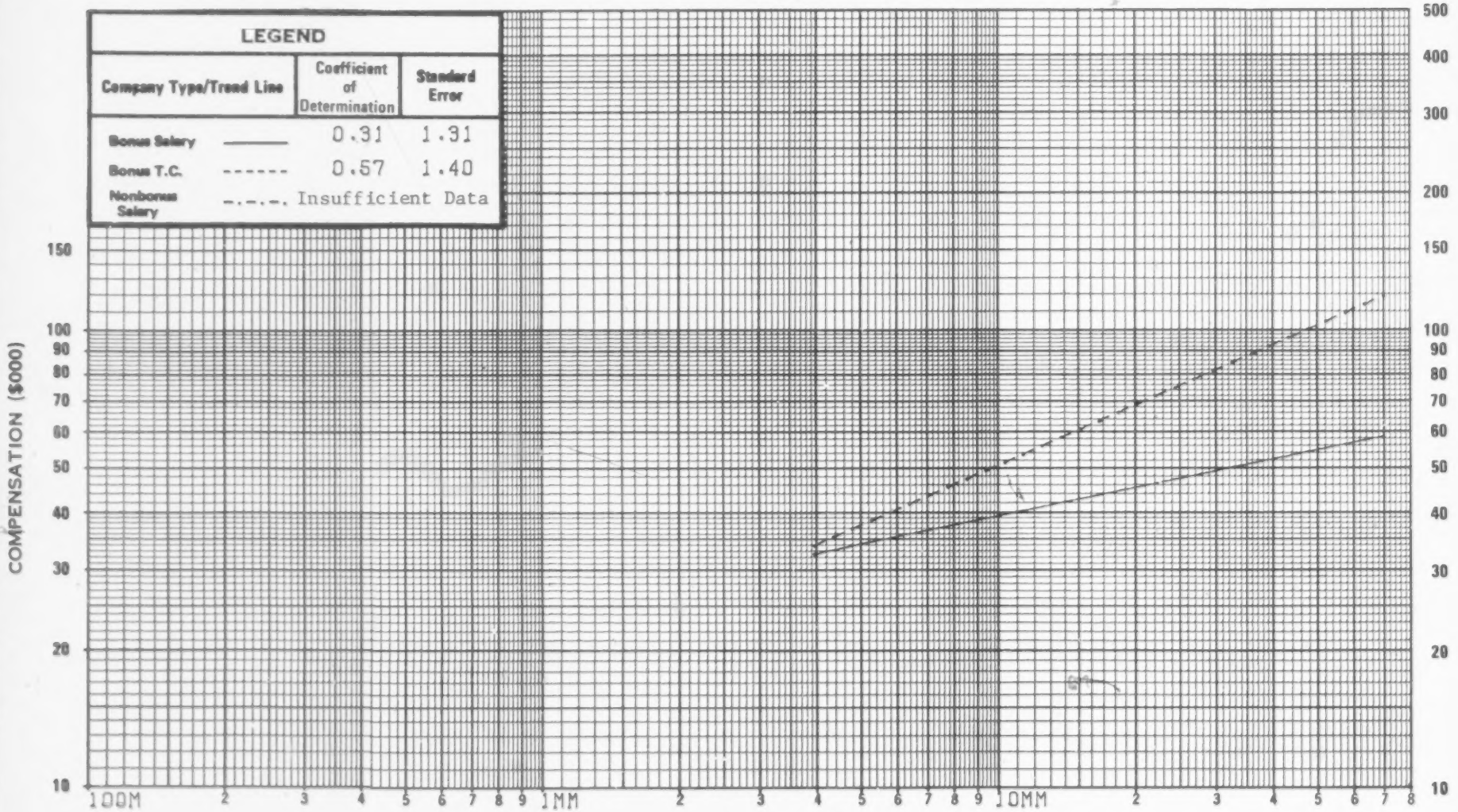
SURVEY POSITION 1 - CHIEF EXECUTIVE OFFICER

REGION #3 - MIDDLE STATES

SCOPE COMPANY SALES ($MILL)		BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$9.9 AND BELOW		$ 46.8	$ 0.0	$ 46.8	$ 60.0
		42.5	8.4	50.9	45.0
		39.6	14.0	53.6	
		36.4	50.0	86.4	
		35.0	12.7	47.7	
		31.2	0.0	31.2	33.0
		30.0	0.0	30.0	
		30.0	5.0	35.0	
		25.4	12.6	38.0	29.2
		22.1	30.0	52.1	
$ 5.9	WEIGHTED GROUP AVG:	$ 33.9	$ 13.3	$ 47.2	$ 41.8
$ 17.3	POSITION AVERAGE:	$ 46.3	$ 19.2	$ 65.5	$ 66.2

FOOD MARKETING INSTITUTE

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



COMPANY SALES

SURVEY POSITION #1 - CHIEF EXECUTIVE OFFICER

REGION #3 - MIDDLE STATES

FOOD MARKETING INSTITUTE

SURVEY POSITION 2 - SECOND HIGHEST PAID EXECUTIVE
REGION #3 - MIDDLE STATES

SCOPE COMPANY SALES ($MILL)		BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$20.0 AND ABOVE		$ 54.0	$ 40.0	$ 94.0	
		44.2	0.0	44.2	$ 50.0
		41.5	0.0	41.5	43.0
		34.3	10.3	44.6	
		27.3	6.0	33.3	
		26.0	144.0	170.0	
		13.5	42.0	55.5	
$ 37.8	WEIGHTED GROUP AVG:	$ 34.4	$ 34.6	$ 69.0	$ 46.5
$19.9 TO $10.0		$ 56.7	$ 5.7	$ 62.4	
		48.0	10.0	58.0	
		42.0	15.0	57.0	
		35.0	0.0	35.0	
		31.0	5.0	36.0	
		28.6	7.0	35.6	
		27.3	0.0	27.3	
		23.4	2.0	25.4	
$ 14.7	WEIGHTED GROUP AVG:	$ 36.5	$ 5.6	$ 42.1	

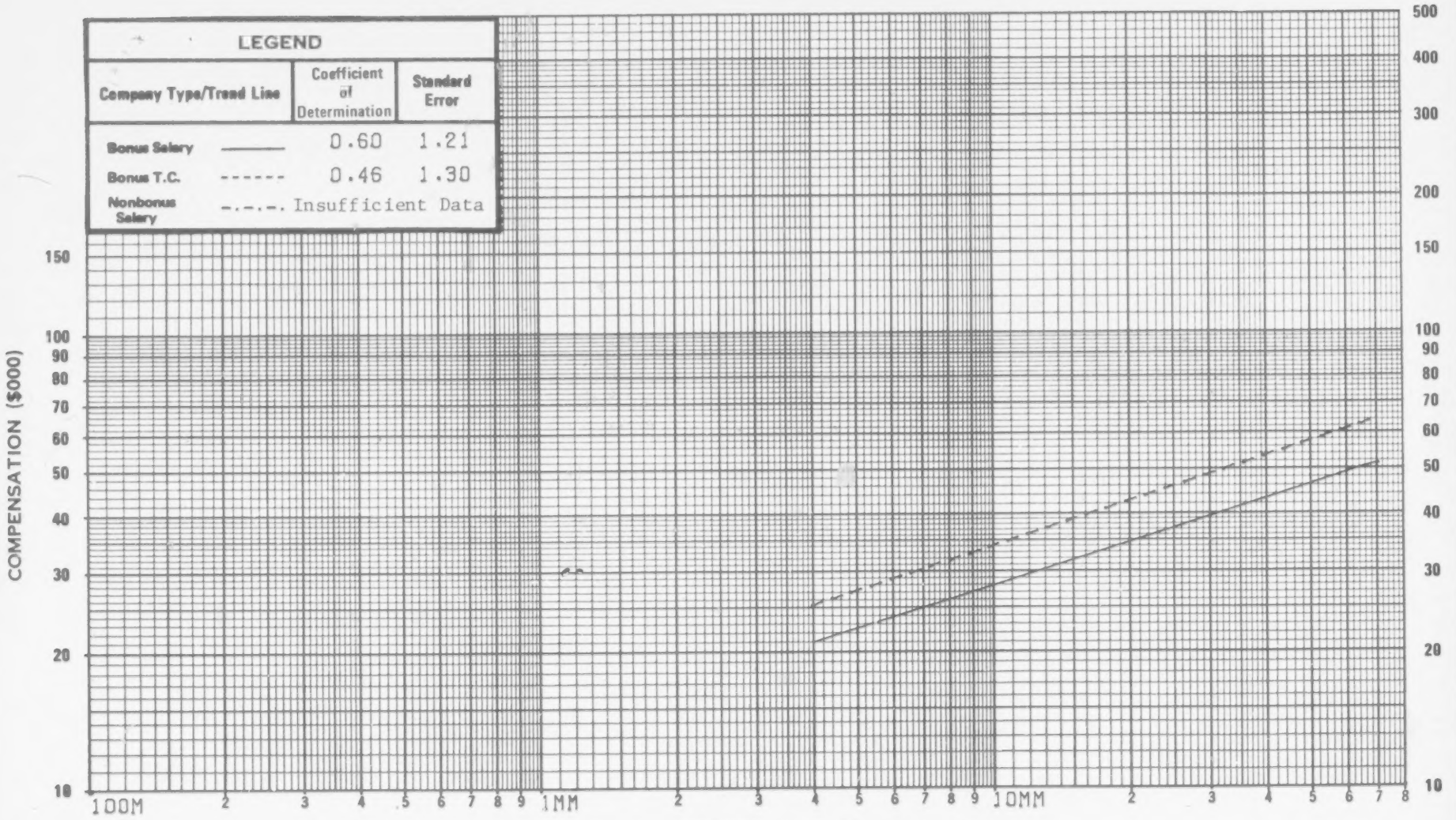
FOOD MARKETING INSTITUTE

SURVEY POSITION 2 - SECOND HIGHEST PAID EXECUTIVE
REGION #3 - MIDDLE STATES

SCOPE COMPANY SALES ($MILL)		BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$9.9 AND BELOW		$ 26.0	$ 4.0	$ 30.0	
		25.0	2.0	27.0	
		25.0	11.0	36.0	
		22.1	0.0	22.1	
		22.1	23.0	45.1	
		22.0	11.0	33.0	
		22.0	1.0	23.0	
		21.0	9.0	30.0	
					$ 20.8
					18.2
$ 6.9	WEIGHTED GROUP AVG:	$ 23.2	$ 7.6	$ 30.8	$ 19.5
$ 19.5	POSITION AVERAGE:	$ 31.2	$ 15.1	$ 46.3	$ 33.0

FOOD MARKETING INSTITUTE

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



SURVEY POSITION #2 - SECOND HIGHEST PAID EXECUTIVE

REGION #3 - MIDDLE STATES

FOOD MARKETING INSTITUTE

SURVEY POSITION 3 - THIRD HIGHEST PAID EXECUTIVE
REGION #3 - MIDDLE STATES

SCOPE COMPANY SALES ($MILL)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$20.0 AND ABOVE	$ 34.3	$ 10.3	$ 44.6	$ 50.0
	30.2	0.0	30.2	
	30.0	10.0	40.0	
				29.0
	28.5	3.0	31.5	
	26.0	6.0	32.0	
	26.0	7.4	33.4	
	26.0	52.0	78.0	
$ 37.8 WEIGHTED GROUP AVG:	$ 28.7	$ 12.7	$ 41.4	$ 39.5
$19.9 TO $10.0	$ 42.0	$ 10.0	$ 52.0	
	31.0	0.0	31.0	
	27.3	0.0	27.3	
	27.3	2.0	29.3	
	26.0	1.8	27.8	
$ 14.3 WEIGHTED GROUP AVG:	$ 30.7	$ 2.8	$ 33.5	

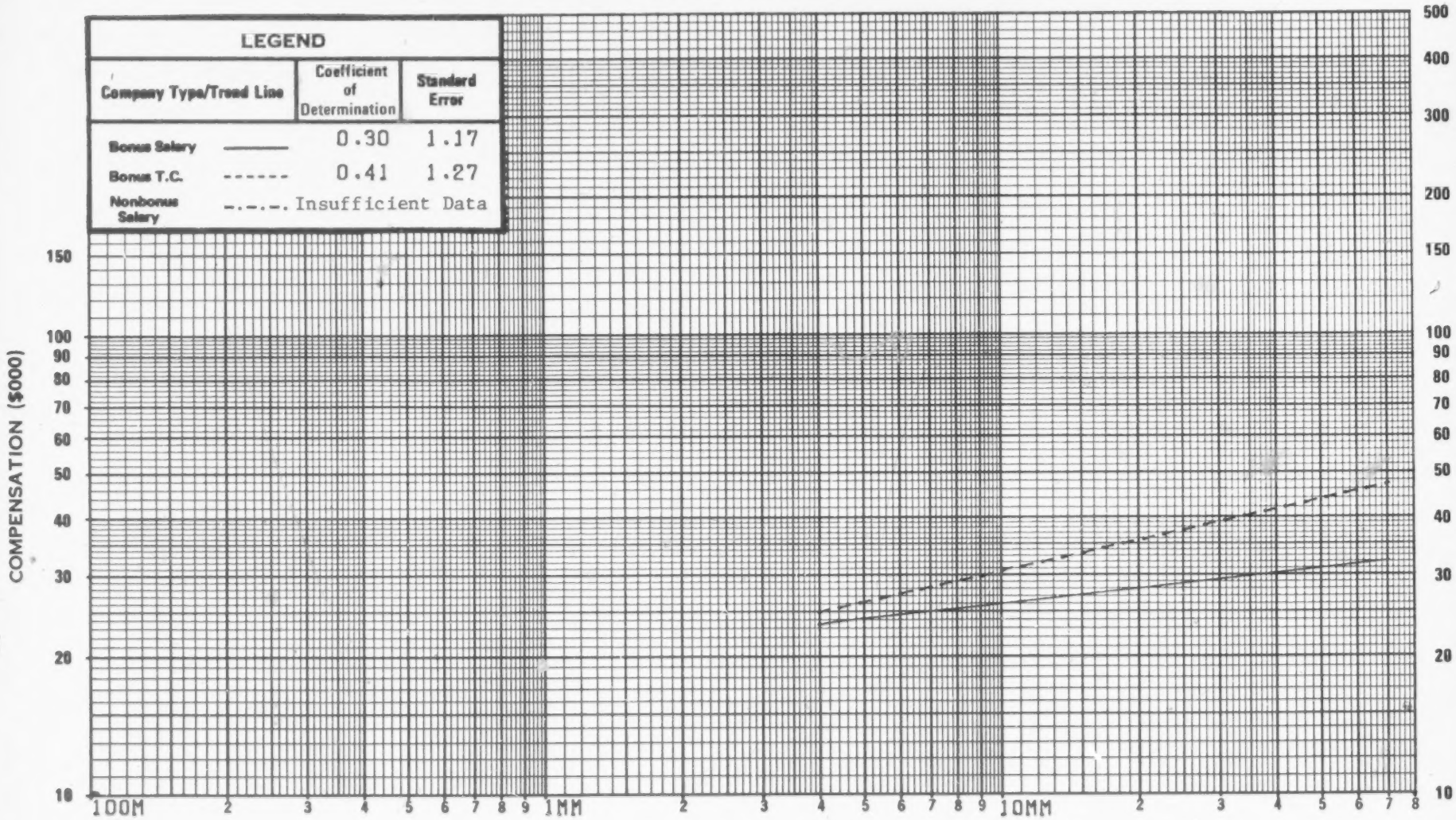
FOOD MARKETING INSTITUTE

SURVEY POSITION 3 - THIRD HIGHEST PAID EXECUTIVE
REGION #3 - MIDDLE STATES

SCOPE COMPANY SALES ($MILL)		BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$9.9 AND BELOW		$ 25.0	$ 4.0	$ 29.0	
		23.0	2.0	25.0	
		22.1	16.0	38.1	
		21.0	0.5	21.5	
		20.7	10.3	31.0	
					$ 15.6
					15.6
					10.4
$ 6.8	WEIGHTED GROUP AVG:	$ 22.4	$ 6.5	$ 28.9	$ 13.9
$ 21.2	POSITION AVERAGE:	$ 27.4	$ 8.0	$ 35.4	$ 24.1

FOOD MARKETING INSTITUTE

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



COMPANY SALES

SURVEY POSITION #3 - THIRD HIGHEST PAID EXECUTIVE

REGION #3 - MIDDLE STATES

FOOD MARKETING INSTITUTE

SURVEY POSITION 4 - STORE MANAGER

REGION #3 - MIDDLE STATES

SCOPE AVG WKLY STORE SALES ($THOU)		BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$150.0 AND ABOVE					$ 29.0
					29.0
					27.5
					27.3
					27.0
					26.8
		$ 26.0	$ 4.5	$ 30.5	
		26.0	20.0	46.0	
		26.0	0.4	26.4	
					26.0
		26.0	12.0	38.0	
		26.0	33.0	59.0	
		26.0	16.0	42.0	
		26.0	22.0	48.0	
		23.4	5.5	28.9	
					22.9
		22.1	9.7	31.8	
		22.0	3.0	25.0	
		19.5	4.1	23.6	
		18.2	8.9	27.1	
$ 227.9	WEIGHTED GROUP AVG:	$ 23.9	$ 11.6	$ 35.5	$ 26.9

FOOD MARKETING INSTITUTE

SURVEY POSITION 4 - STORE MANAGER

REGION #3 - MIDDLE STATES

SCOPE AVG WKLY STORE SALES ($THOU)		BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$149.9		$ 26.0	$ 2.4	$ 28.4	
TO		24.2	2.0	26.2	
$100.0					$ 23.5
		22.3	2.0	24.3	
		22.3	0.0	22.3	
		22.1	9.7	31.8	
		22.0	1.0	23.0	
		20.0	3.7	23.7	
		19.5	3.6	23.1	
		19.5	3.2	22.7	
		19.5	2.5	22.0	
		18.7	5.0	23.7	
$ 121.4	WEIGHTED GROUP AVG:	$ 21.5	$ 3.2	$ 24.7	$ 23.5

FOOD MARKETING INSTITUTE

SURVEY POSITION 4 - STORE MANAGER

REGION #3 - MIDDLE STATES

SCOPE AVG WKLY STORE SALES (STHOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$99.9	$ 29.9	$ 4.3	$ 34.2	
TO	28.6	8.5	37.1	
$60.0	28.3	5.6	33.9	
	28.0	4.5	32.5	
				$ 26.6
	25.0	0.0	25.0	
	25.0	3.2	28.2	
	24.7	2.8	27.5	
				24.0
				24.0
				24.0
				24.0
	23.4	0.0	23.4	
	23.0	1.0	24.0	
	23.0	1.0	24.0	
	23.0	1.0	24.0	
	23.0	1.5	24.5	
				22.9
	22.1	3.2	25.3	
	22.0	0.0	22.0	
	21.0	3.0	24.0	
				20.8
	20.8	4.5	25.3	
	20.3	2.2	22.5	
	19.5	2.6	22.1	
	19.5	3.9	23.4	
	18.2	5.0	23.2	
	16.9	10.0	26.9	
$ 77.2 WEIGHTED GROUP AVG:	$ 23.1	$ 3.2	$ 26.3	$ 23.8

FOOD MARKETING INSTITUTE

SURVEY POSITION 4 - STORE MANAGER

REGION #3 - MIDDLE STATES

SCOPE AVG WKLY STORE SALES ($THOU)		BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$59.9		$ 27.5	$ 0.0	$ 27.5	
TO		27.1	1.8	28.9	
$50.0		27.1	0.0	27.1	
		25.0	0.0	25.0	
		24.5	5.0	29.5	
		24.5	5.0	29.5	
		24.5	5.0	29.5	
		24.5	5.0	29.5	
		23.0	1.5	24.5	
		22.1	0.0	22.1	
		22.1	16.0	38.1	
		22.1	2.0	24.1	
		20.0	3.5	23.5	
		19.7	4.4	24.1	
		17.7	2.6	20.3	
		17.2	0.0	17.2	
		16.9	4.0	20.9	
		15.0	2.5	17.5	
$ 53.2	WEIGHTED GROUP AVG:	$ 22.3	$ 3.2	$ 25.5	

FOOD MARKETING INSTITUTE

SURVEY POSITION 4 - STORE MANAGER

REGION #3 - MIDDLE STATES

SCOPE AVG WKLY STORE SALES (STHOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$49.9	$ 32.0	$ 13.9	$ 45.9	
TO	28.6	0.0	28.6	
$35.0	24.7	1.1	25.8	
	24.4	0.0	24.4	
	23.7	1.9	25.6	
	22.1	0.0	22.1	
	21.8	0.8	22.6	
	21.3	2.0	23.3	
	21.0	5.0	26.0	
	20.0	1.6	21.6	
	20.0	1.6	21.6	
	18.8	2.4	21.2	
	18.6	2.6	21.2	
	18.5	2.9	21.4	
	18.2	1.4	19.6	
	18.2	8.7	26.9	
	18.0	0.0	18.0	
	17.2	1.9	19.1	
	16.9	0.0	16.9	
	16.9	0.0	16.9	
	16.9	0.0	16.9	
$ 41.2 WEIGHTED GROUP AVG:	$ 20.8	$ 2.3	$ 23.1	

FOOD MARKETING INSTITUTE

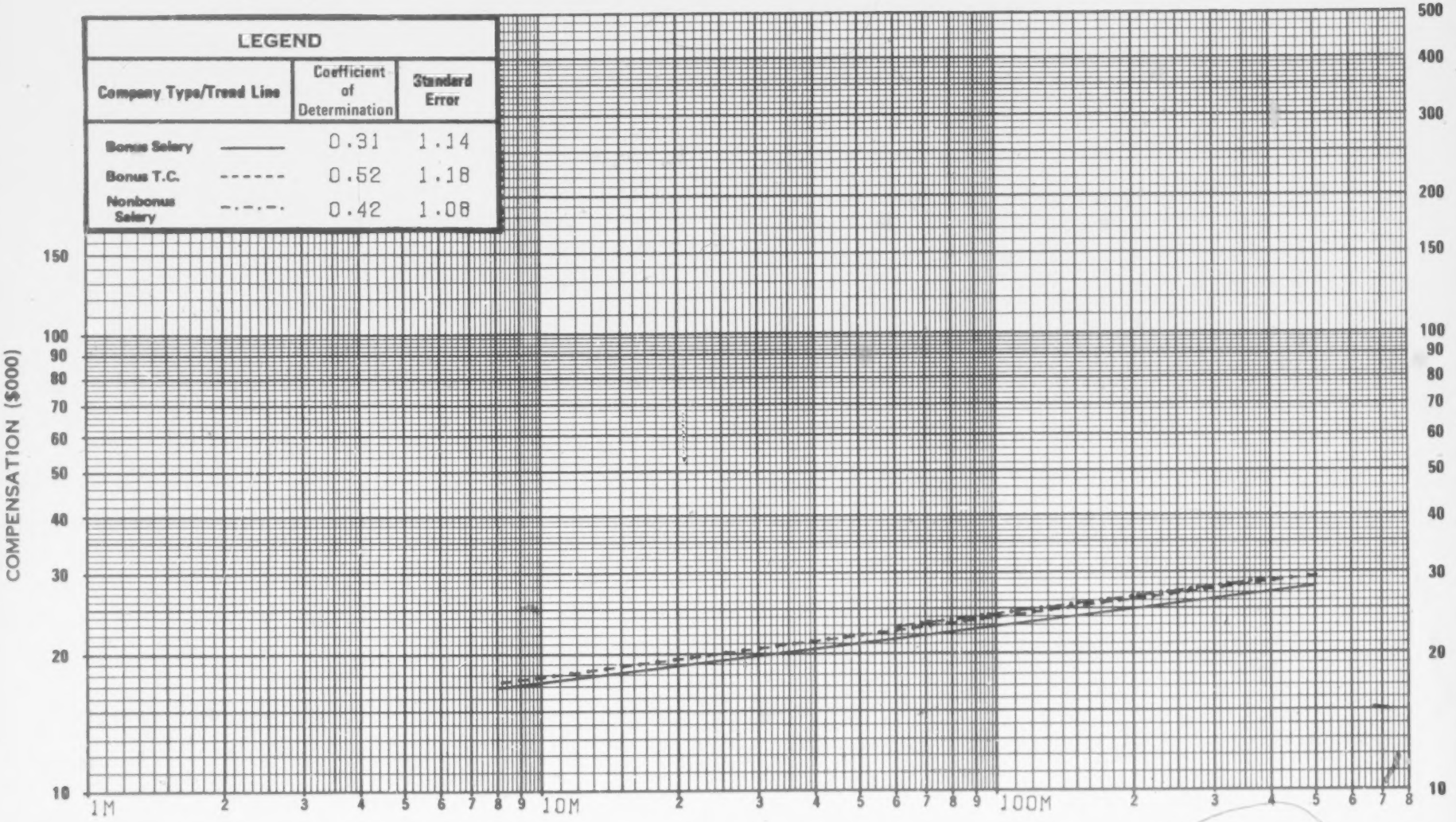
SURVEY POSITION 4 - STORE MANAGER

REGION #3 - MIDDLE STATES

SCOPE AVG WKLY STORE SALES (STHOU)		BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$34.9 AND BELOW		$ 30.0	$ 1.9	$ 31.9	
		24.7	0.0	24.7	
		24.7	0.0	24.7	
		23.4	0.0	23.4	
		23.0	1.5	24.5	
		22.1	0.0	22.1	
		19.5	1.0	20.5	
		19.2	2.1	21.3	
		18.5	2.5	21.0	
		18.2	0.0	18.2	
		18.2	0.0	18.2	
		16.9	2.5	19.4	
		16.1	2.3	18.4	
		15.6	0.4	16.0	
		14.3	2.5	16.8	
$ 24.2	WEIGHTED GROUP AVG:	$ 20.3	$ 1.1	$ 21.4	
NO SCOPE REPORTED		$ 23.0	$ 2.0	$ 25.0	
$ 90.9	POSITION AVERAGE:	$ 22.0	$ 3.7	$ 25.7	$ 25.3

FOOD MARKETING INSTITUTE

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



SURVEY POSITION #4 - STORE MANAGER

REGION #3 - MIDDLE STATES

FOOD MARKETING INSTITUTE

SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #3 - MIDDLE STATES

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$40.0 AND ABOVE	$ 23.4	$ 42.6	$ 66.0	
	23.4	47.2	70.6	
				$ 23.0
				23.0
				23.0
				23.0
				23.0
	22.1	23.0	45.1	
	22.1	25.8	47.9	
	22.1	36.1	58.2	
				22.0
	21.7	5.0	26.7	
	18.2	3.0	21.2	
$ 71.7 WEIGHTED GROUP AVG:	$ 21.9	$ 26.1	$ 48.0	$ 22.8
$39.9 TO $25.0	$ 25.1	$ 0.0	$ 25.1	$ 25.8
	25.0	0.0	25.0	
	24.4	0.0	24.4	
				23.8
				23.0
				23.0
	20.8	3.0	23.8	
	19.5	2.7	22.2	
	18.2	2.8	21.0	
	17.7	2.8	20.5	
	17.2	2.9	20.1	
$ 30.7 WEIGHTED GROUP AVG:	$ 21.0	$ 1.8	$ 22.8	$ 23.9

FOOD MARKETING INSTITUTE

SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #3 - MIDDLE STATES

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$24.9	$ 25.5	$ 0.0	$ 25.5	
TO	25.5	2.8	28.3	
$15.0	25.5	4.2	29.7	
				$ 23.8
	23.5	0.0	23.5	
	23.5	0.0	23.5	
	23.5	0.0	23.5	
	23.5	0.0	23.5	
	22.0	2.0	24.0	
	20.0	0.8	20.8	
	20.0	0.0	20.0	
				20.0
				20.0
				20.0
	19.7	6.3	26.0	
	19.5	3.5	23.0	
	18.2	1.4	19.6	
	18.2	1.5	19.7	
	17.7	2.3	20.0	
	16.6	1.4	18.0	
	16.1	4.0	20.1	
	15.6	2.5	18.1	
	15.4	6.3	21.7	
$ 19.6 WEIGHTED GROUP AVG:	$ 20.5	$ 2.1	$ 22.6	$ 21.0

FOOD MARKETING INSTITUTE

SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #3 - MIDDLE STATES

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$14.9				$ 25.2
TO	$ 24.7	$ 0.0	$ 24.7	
$10.0	24.7	2.3	27.0	
	23.5	0.0	23.5	
	23.4	0.0	23.4	
	23.4	0.9	24.3	
				22.2
				22.2
	20.0	0.5	20.5	
				20.0
	20.0	0.0	20.0	
	20.0	0.6	20.6	
				19.5
				19.5
				19.5
				19.5
	19.0	3.6	22.6	
	18.9	2.0	20.9	
	18.9	1.0	19.9	
	18.2	1.2	19.4	
	18.2	0.0	18.2	
	18.2	2.5	20.7	
	17.9	0.0	17.9	
	16.6	2.4	19.0	
	15.1	5.1	20.2	
	14.8	2.0	16.8	
	14.2	4.5	18.7	
$ 12.1 WEIGHTED GROUP AVG:	$ 19.5	$ 1.5	$ 21.0	$ 21.0

FOOD MARKETING INSTITUTE

SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #3 - MIDDLE STATES

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$9.9 AND BELOW	$ 23.5	$ 0.0	$ 23.5	
	22.0	0.5	22.5	
				$ 21.9
				21.3
				20.8
	20.0	0.0	20.0	
	20.0	0.8	20.8	
				19.2
				19.2
	18.4	1.1	19.5	
	17.9	0.0	17.9	
				16.9
	16.6	1.1	17.7	
	16.1	1.3	17.4	
	16.1	0.0	16.1	
	15.8	0.0	15.8	
	15.8	1.2	17.0	
				15.6
	15.6	0.0	15.6	
	15.6	1.0	16.6	
	14.3	1.6	15.9	
	13.5	0.0	13.5	
	13.0	0.0	13.0	
				12.5
				12.0
				8.3
$ 6.7 WEIGHTED GROUP AVG:	$ 17.1	$ 0.6	$ 17.7	$ 16.8

FOOD MARKETING INSTITUTE

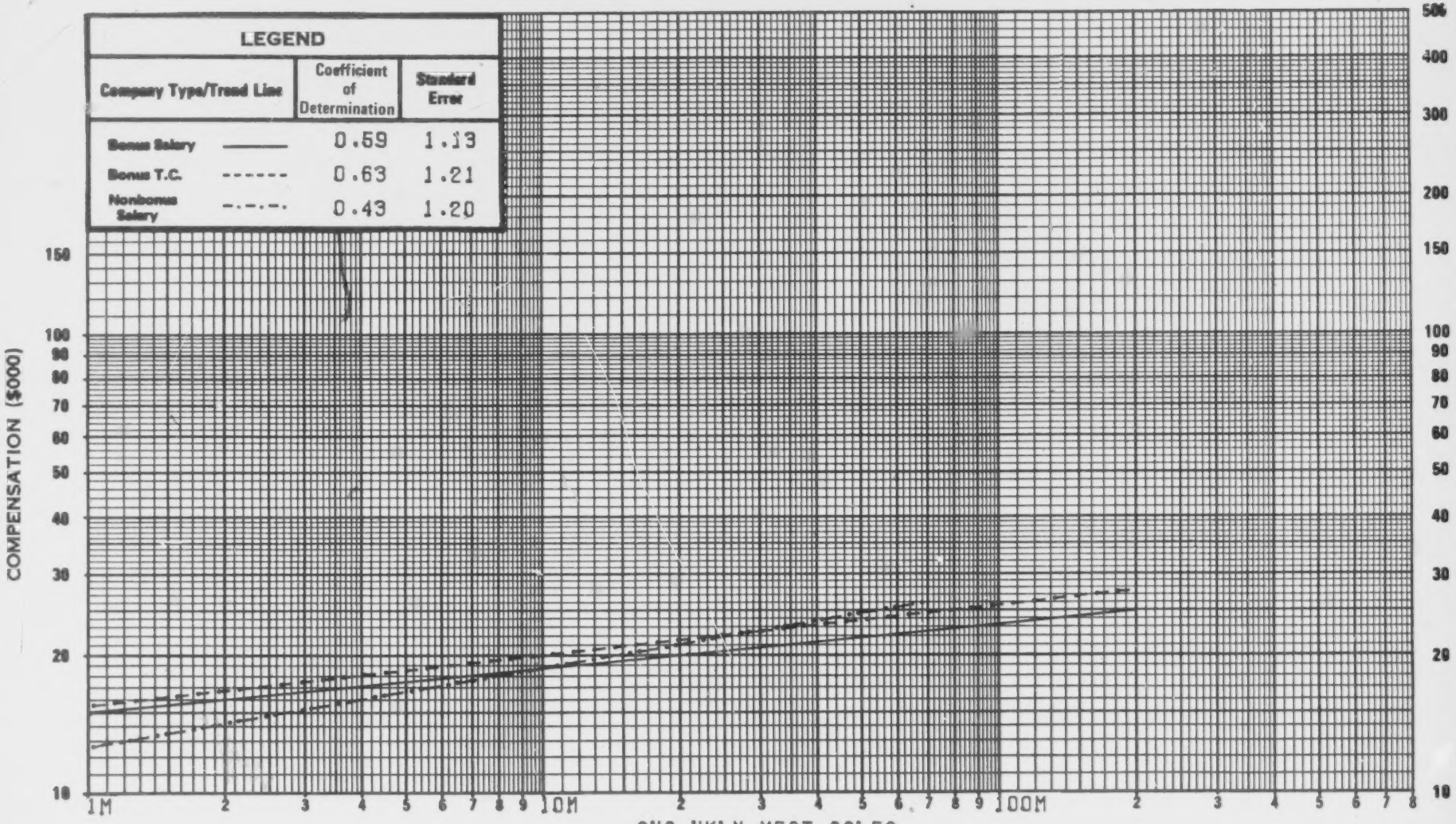
SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #3 - MIDDLE STATES

SCOPE AVG WKLY MEAT SALES ($THOU)		BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
NO SCOPE REPORTED					$ 21.1
					21.1
					21.1
		$ 21.0	$ 0.0	$ 21.0	
		21.0	0.7	21.7	
		21.0	1.7	22.7	
		21.0	2.0	23.0	
	WEIGHTED GROUP AVG:	$ 21.0	$ 1.1	$ 22.1	$ 21.1
$ 22.3	POSITION AVERAGE:	$ 19.7	$ 3.8	$ 23.5	$ 20.4

FOOD MARKETING INSTITUTE

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



SURVEY POSITION #5 - MEAT DEPARTMENT MANAGER

REGION #3 - MIDDLE STATES

FOOD MARKETING INSTITUTE

SURVEY POSITION 1 - CHIEF EXECUTIVE OFFICER

REGION #4 - SOUTHEAST

SCOPE COMPANY SALES ($MIL)		BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$20.0 AND ABOVE		$102.0	$ 55.0	$157.0	
		100.0	37.5	137.5	
		75.9	50.0	125.9	
		59.2	24.6	83.8	
		53.0	0.0	53.0	
		40.0	0.0	40.0	
		39.0	6.5	45.5	
		35.0	10.0	45.0	
$ 32.1	WEIGHTED GROUP AVG:	$ 63.0	$ 23.0	$ 86.0	
$19.9 TO $10.0		$ 70.2	$ 43.8	$114.0	
		52.0	80.0	132.0	
		46.8	30.0	76.8	
		37.7	24.3	62.0	
		37.7	0.0	37.7	
		26.0	12.5	38.5	
$ 11.9	WEIGHTED GROUP AVG:	$ 45.1	$ 31.7	$ 76.8	

FOOD MARKETING INSTITUTE

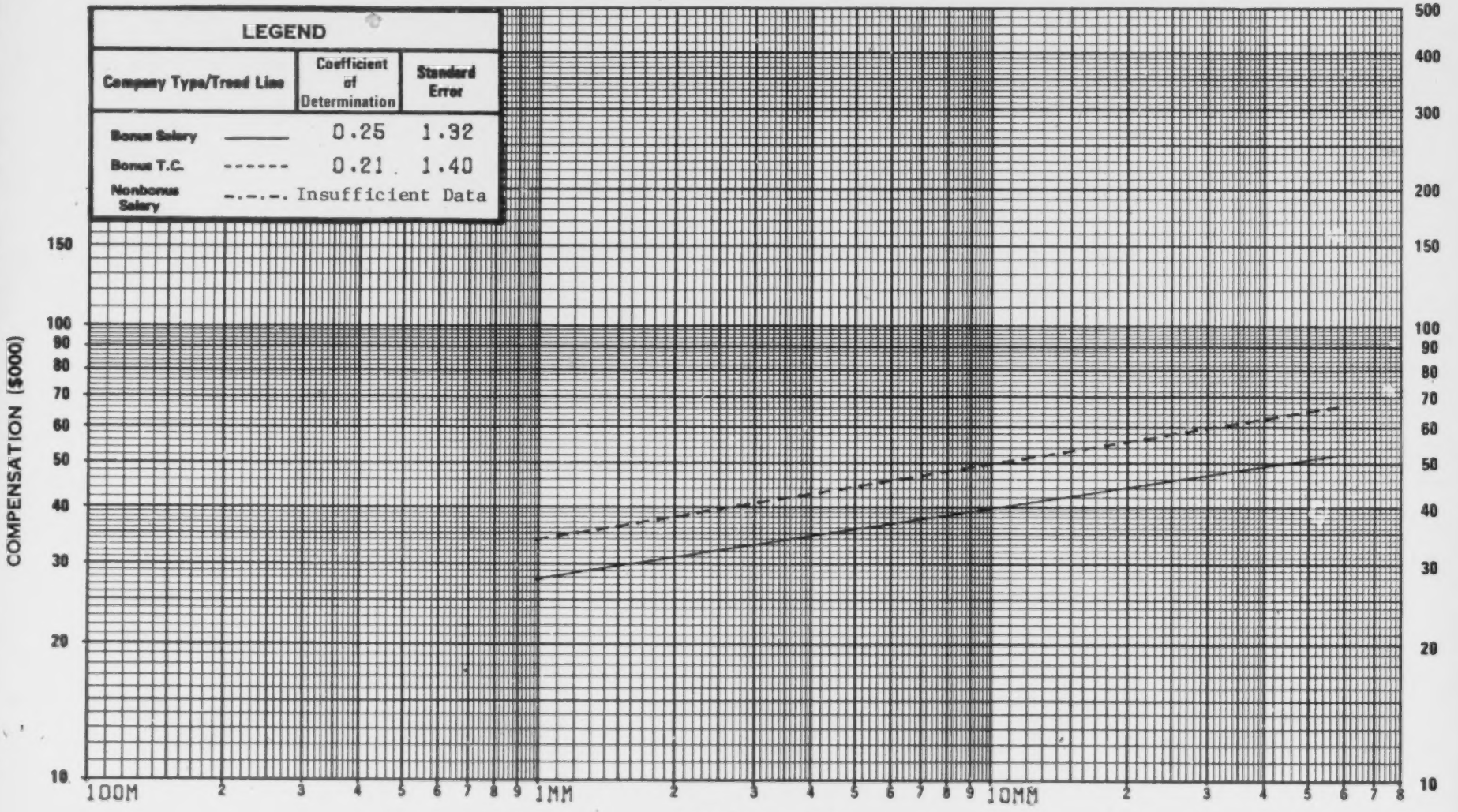
SURVEY POSITION 1 - CHIEF EXECUTIVE OFFICER

REGION #4 - SOUTHEAST

SCOPE COMPANY SALES ($MILL)		BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$9.9 AND BELOW		$ 50.0	$ 0.0	$ 50.0	$ 75.0
		45.0	0.0	45.0	
					42.0
		40.3	9.0	49.3	
		31.2	8.0	39.2	
		30.0	30.0	60.0	
		26.0	12.0	38.0	
		24.7	5.2	29.9	
$ 5.6	WEIGHTED GROUP AVG:	$ 35.3	$ 9.2	$ 44.5	$ 58.5
$ 16.4	POSITION AVERAGE:	$ 48.7	$ 20.8	$ 69.5	$ 58.5

FOOD MARKETING INSTITUTE

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



COMPANY SALES

SURVEY POSITION #1 - CHIEF EXECUTIVE OFFICER

REGION #4 - SOUTHEAST

FOOD MARKETING INSTITUTE

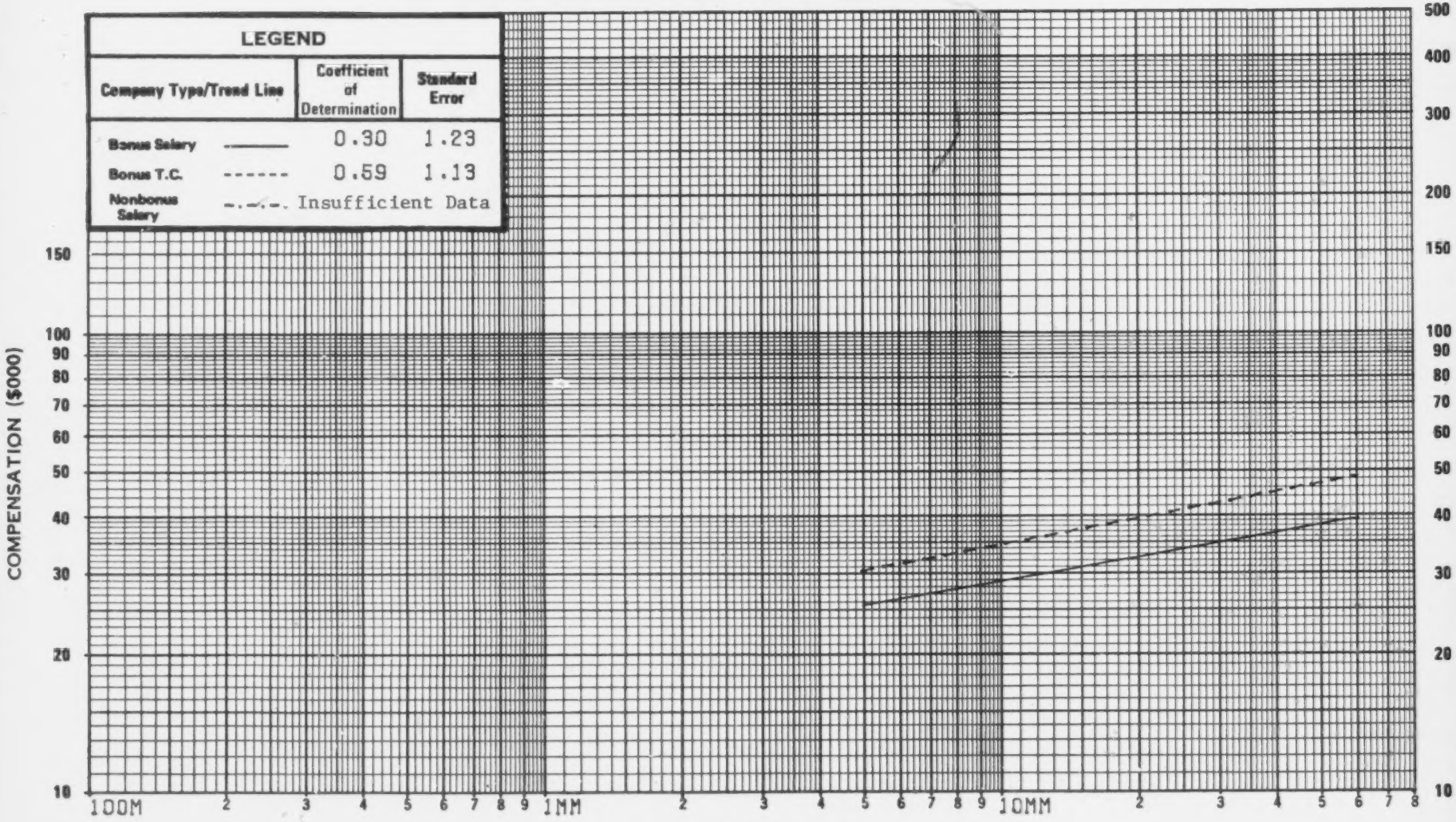
SURVEY POSITION 2 - SECOND HIGHEST PAID EXECUTIVE

REGION #4 - SOUTHEAST

SCOPE COMPANY SALES ($MILL)		BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$20.0 AND ABOVE		$ 64.2	$ 50.0	$114.2	
		55.0	37.5	92.5	
		51.0	0.0	51.0	
		48.0	10.0	58.0	
		38.0	6.0	44.0	
		35.0	10.0	45.0	
		34.5	2.0	36.5	
		28.3	11.2	39.5	
$ 29.3	WEIGHTED GROUP AVG:	$ 44.3	$ 15.8	$ 60.1	
$19.9 AND BELOW		$ 50.0	$ 75.0	$125.0	
		37.7	0.0	37.7	
		36.4	9.9	46.3	
		30.0	0.0	30.0	
		26.2	2.0	28.2	
		26.0	12.0	38.0	
		26.0	12.5	38.5	
		25.7	5.2	30.9	
		24.3	12.1	36.4	
		23.4	5.0	28.4	
		23.4	12.0	35.4	
$ 9.2	WEIGHTED GROUP AVG:	$ 29.9	$ 13.3	$ 43.2	
$ 17.7	POSITION AVERAGE:	$ 36.0	$ 14.3	$ 50.3	

FOOD MARKETING INSTITUTE

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



COMPANY SALES

SURVEY POSITION #2 - SECOND HIGHEST PAID EXECUTIVE

REGION #4 - SOUTHEAST

FOOD MARKETING INSTITUTE

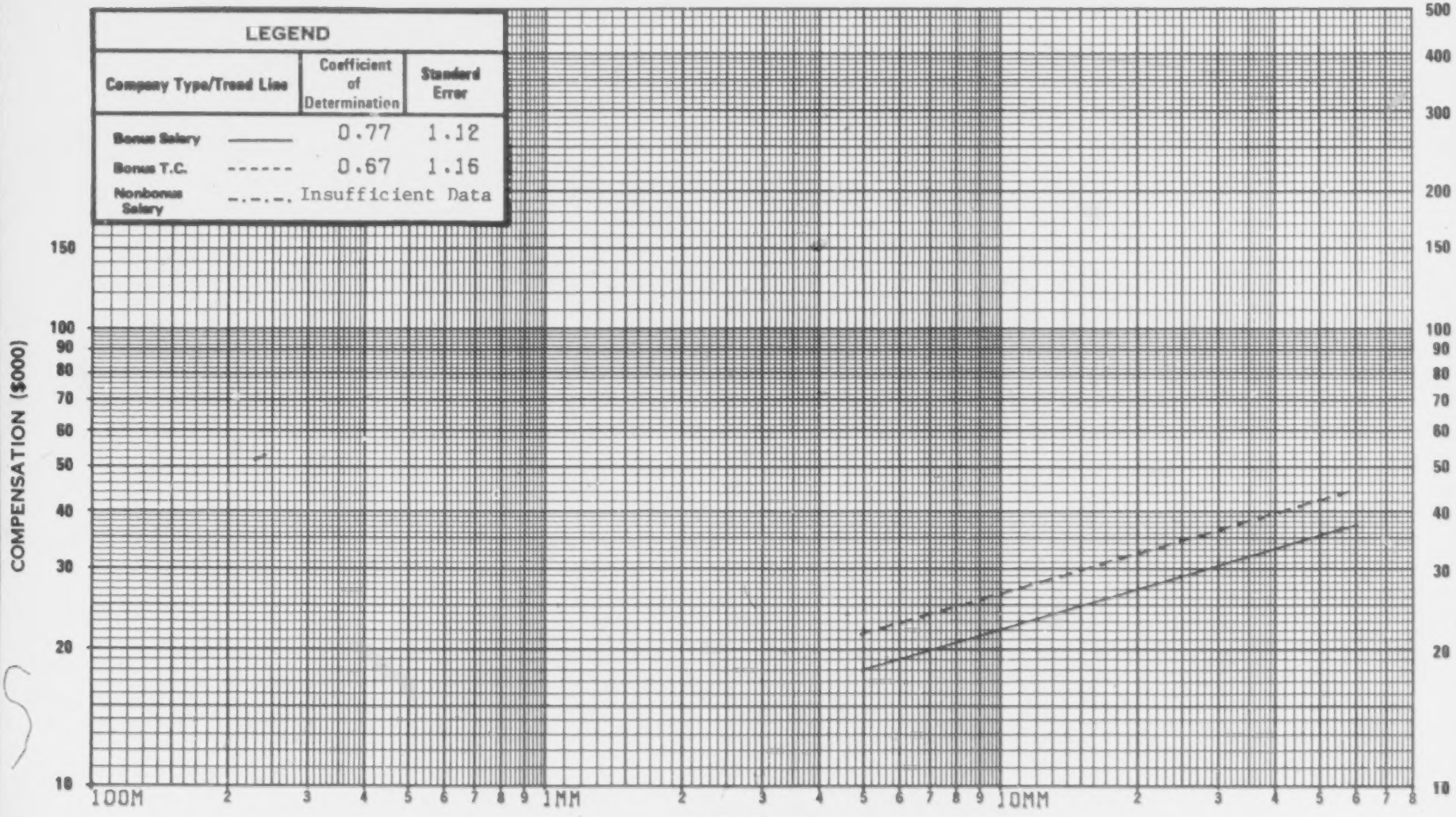
SURVEY POSITION 3 - THIRD HIGHEST PAID EXECUTIVE

REGION #4 - SOUTHEAST

SCOPE COMPANY SALES ($MILL)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$12.0 AND ABOVE	$ 50.0	$ 75.0	$125.0	
	38.0	6.0	44.0	
	33.8	2.5	36.3	
	30.0	3.0	33.0	
	30.0	10.0	40.0	
	28.6	0.0	28.6	
	23.9	3.5	27.4	
	22.8	8.0	30.8	
$ 28.0 WEIGHTED GROUP AVG:	$ 32.1	$ 13.5	$ 45.6	
$11.9 AND BELOW	$ 26.0	$ 12.0	$ 38.0	
	26.0	12.5	38.5	
				$ 23.4
	22.6	0.5	23.1	
	22.3	12.1	34.4	
	21.6	13.2	34.8	
	20.0	0.0	20.0	
	16.9	3.9	20.8	
$ 8.1 WEIGHTED GROUP AVG:	$ 22.2	$ 7.7	$ 29.9	$ 23.4
$ 18.0 POSITION AVERAGE:	$ 27.5	$ 10.8	$ 38.3	$ 23.4

FOOD MARKETING INSTITUTE

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



COMPANY SALES

SURVEY POSITION #3 - THIRD HIGHEST PAID EXECUTIVE

REGION #4 - SOUTHEAST

FOOD MARKETING INSTITUTE

SURVEY POSITION 4 - STORE MANAGER

REGION #4 - SOUTHEAST

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$100.0 AND ABOVE	$ 30.0	$ 0.0	$ 30.0	
	25.2	2.0	27.2	
	25.2	2.0	27.2	
	25.0	5.0	30.0	
	25.0	2.0	27.0	
	25.0	2.0	27.0	
	25.0	5.0	30.0	
	23.0	5.0	28.0	
	23.0	5.0	28.0	
	22.1	1.5	23.6	
	22.0	5.0	27.0	
	22.0	5.0	27.0	
	20.8	2.0	22.8	
	20.5	3.0	23.5	
	20.0	0.0	20.0	
	19.3	10.0	29.3	
	16.0	4.0	20.0	
$ 133.5 WEIGHTED GROUP AVG:	$ 22.9	$ 3.4	$ 26.3	

FOOD MARKETING INSTITUTE

SURVEY POSITION 4 - STORE MANAGER

REGION #4 - SOUTHEAST

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$99.9 TO $75.0	$ 25.0	$ 0.0	$ 25.0	
	25.0	0.0	25.0	
	22.2	5.3	27.5	
	22.1	1.5	23.6	
	22.0	0.0	22.0	
	22.0	5.0	27.0	
	22.0	10.0	32.0	
	20.2	2.1	22.3	
	20.2	1.5	21.7	
	19.0	4.5	23.5	
				$ 18.7
	18.7	3.8	22.5	
	18.4	4.3	22.7	
	18.3	5.3	23.6	
	18.2	2.0	20.2	
	18.2	0.5	18.7	
	18.2	2.5	20.7	
	18.2	2.0	20.2	
	18.0	2.0	20.0	
	15.0	15.0	30.0	
$ 82.4 WEIGHTED GROUP AVG:	$ 20.0	$ 3.6	$ 23.6	$ 18.7

FOOD MARKETING INSTITUTE

SURVEY POSITION 4 - STORE MANAGER

REGION #4 - SOUTHEAST

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$74.9 TO $60.0	$ 22.1	$ 1.5	$ 23.6	
	22.1	2.0	24.1	
	20.3	1.2	21.5	
	19.4	4.8	24.2	
	18.7	1.7	20.4	
				$ 18.7
				18.7
	18.5	4.0	22.5	
	18.4	1.4	19.8	
	18.3	2.9	21.2	
	18.2	2.0	20.2	
	18.2	2.0	20.2	
	17.0	13.0	30.0	
	16.6	1.1	17.7	
	15.0	10.0	25.0	
$ 67.4 WEIGHTED GROUP AVG:	$ 18.7	$ 3.6	$ 22.3	$ 18.7

FOOD MARKETING INSTITUTE

SURVEY POSITION 4 - STORE MANAGER

REGION #4 - SOUTHEAST

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$59.9	$ 21.0	$ 0.0	$ 21.0	
TO	20.8	1.0	21.8	
$50.0	20.8	1.5	22.3	
	20.2	1.7	21.9	
	20.2	1.3	21.5	
	20.2	1.6	21.8	
	20.0	0.0	20.0	
	19.0	2.0	21.0	
	18.4	1.8	20.2	
	18.2	2.2	20.4	
	18.2	0.5	18.7	
	17.9	2.5	20.4	
	15.0	5.0	20.0	
	13.0	4.0	17.0	
$ 53.0 WEIGHTED GROUP AVG:	$ 18.8	$ 1.8	$ 20.6	

FOOD MARKETING INSTITUTE

SURVEY POSITION 4 - STORE MANAGER

REGION #4 - SOUTHEAST

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$49.9	$ 21.2	$ 2.8	$ 24.0	
TO	21.0	0.0	21.0	
$35.0	21.0	0.0	21.0	
	20.4	2.3	22.7	
	20.2	2.1	22.3	
	20.2	1.7	21.9	
	19.5	3.0	22.5	
	19.5	0.1	19.6	
	18.9	1.9	20.8	
	18.7	3.5	22.2	
	18.2	1.0	19.2	
	18.0	2.5	20.5	
	16.6	2.6	19.2	
	15.6	6.0	21.6	
	15.0	10.0	25.0	
	13.0	3.0	16.0	
	13.0	8.0	21.0	
$ 41.2	WEIGHTED GROUP AVG: $ 18.2	$ 3.0	$ 21.2	

FOOD MARKETING INSTITUTE

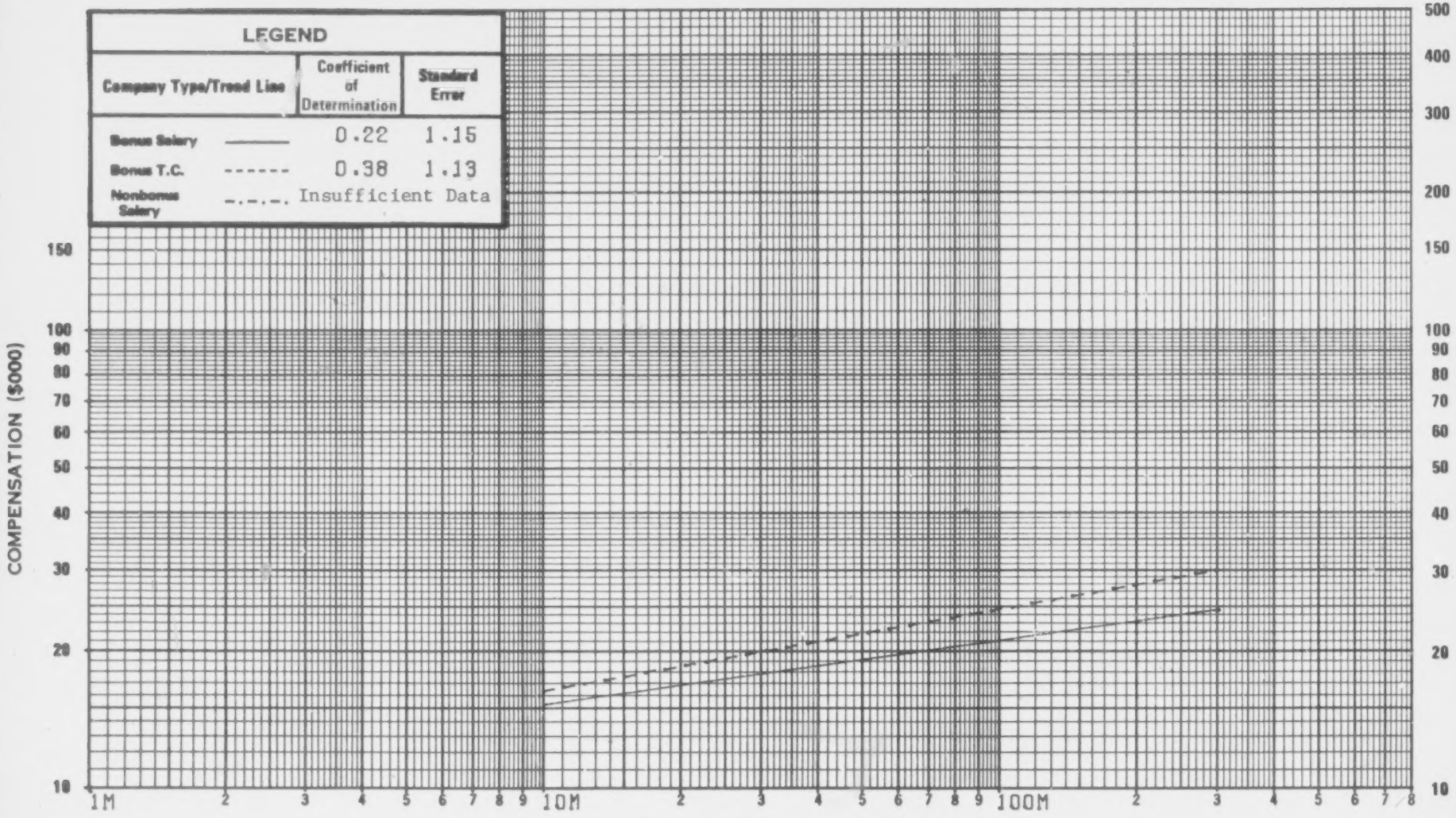
SURVEY POSITION 4 - STORE MANAGER

REGION #4 - SOUTHEAST

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$34.9 AND BELOW	$ 22.6	$ 3.8	$ 26.4	
	21.3	2.0	23.3	
	20.1	0.0	20.1	
	19.5	0.0	19.5	
	19.5	0.1	19.6	
				$ 18.7
	18.2	1.0	19.2	
	18.0	0.0	18.0	
	17.7	0.3	18.0	
	16.4	1.0	17.4	
	15.0	1.5	16.5	
	13.0	3.0	16.0	
$ 24.9 WEIGHTED GROUP AVG:	$ 18.3	$ 1.2	$ 19.5	$ 18.7
NO SCOPE REPORTED				$ 25.0
				17.0
WEIGHTED GROUP AVG:				$ 21.0
$ 70.2 POSITION AVERAGE:	$ 19.6	$ 2.9	$ 22.5	$ 19.5

FOOD MARKETING INSTITUTE

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



SURVEY POSITION #4 - STORE MANAGER

REGION #4 - SOUTHEAST

FOOD MARKETING INSTITUTE

SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #4 - SOUTHEAST

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$25.0 AND ABOVE	$ 20.8	$ 3.6	$ 24.4	$ 25.0
	19.7	4.0	23.7	
	19.4	1.0	20.4	
	19.3	2.5	21.8	
				18.9
				18.9
				18.4
				17.3
	17.1	3.9	21.0	
				17.0
	16.6	2.9	19.5	
	16.4	3.9	20.3	
	15.0	0.4	15.4	
	14.6	1.0	15.6	
	14.2	1.0	15.2	
	14.2	2.9	17.1	
	14.0	0.4	14.4	
	13.0	1.8	14.8	
$ 36.9 WEIGHTED GROUP AVG:	$ 16.5	$ 2.2	$ 18.7	$ 19.3

FOOD MARKETING INSTITUTE

SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #4 - SOUTHEAST

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
				$ 23.4
$24.9 TO $15.0	$ 20.1	$ 1.0	$ 21.1	
	19.8	1.2	21.0	
				18.7
	18.5	0.0	18.5	
				17.9
				17.9
	17.5	1.5	19.0	
	17.2	1.9	19.1	
	17.1	3.6	20.7	
				17.0
				16.9
	16.8	2.5	19.3	
	16.7	2.4	19.1	
				16.6
	16.6	0.4	17.0	
	16.5	0.8	17.3	
	16.4	2.1	18.5	
	16.1	3.8	19.9	
	16.0	1.5	17.5	
				15.6
	15.6	3.0	18.6	
				15.6
	15.0	1.0	16.0	
	15.0	4.0	19.0	
	15.0	0.0	15.0	
	14.3	0.0	14.3	
				14.0
	14.0	2.2	16.2	
$ 19.4	WEIGHTED GROUP AVG: $ 16.5	$ 1.8	$ 18.3	$ 17.4

FOOD MARKETING INSTITUTE

SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #4 - SOUTHEAST

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$14.9 TO $10.0	$ 24.9	$ 1.5	$ 26.4	
	22.9	1.8	24.7	
	19.7	0.0	19.7	
	18.0	2.3	20.3	
				$ 18.0
	18.0	2.3	20.3	
				17.7
	17.6	0.0	17.6	
				17.4
				17.4
	16.8	1.7	18.5	
	16.6	0.5	17.1	
	16.6	1.0	17.6	
	16.4	1.0	17.4	
	16.4	0.0	16.4	
				16.4
				15.9
	15.6	1.6	17.2	
	15.1	0.8	15.9	
				15.0
				15.0
	15.0	1.0	16.0	
	15.0	1.2	16.2	
				15.0
	15.0	1.4	16.4	
	15.0	1.2	16.2	
				15.0
				15.0
				14.0
	14.0	2.1	16.1	
$ 12.3 WEIGHTED GROUP AVG:	$ 17.1	$ 1.2	$ 18.3	$ 16.0

FOOD MARKETING INSTITUTE

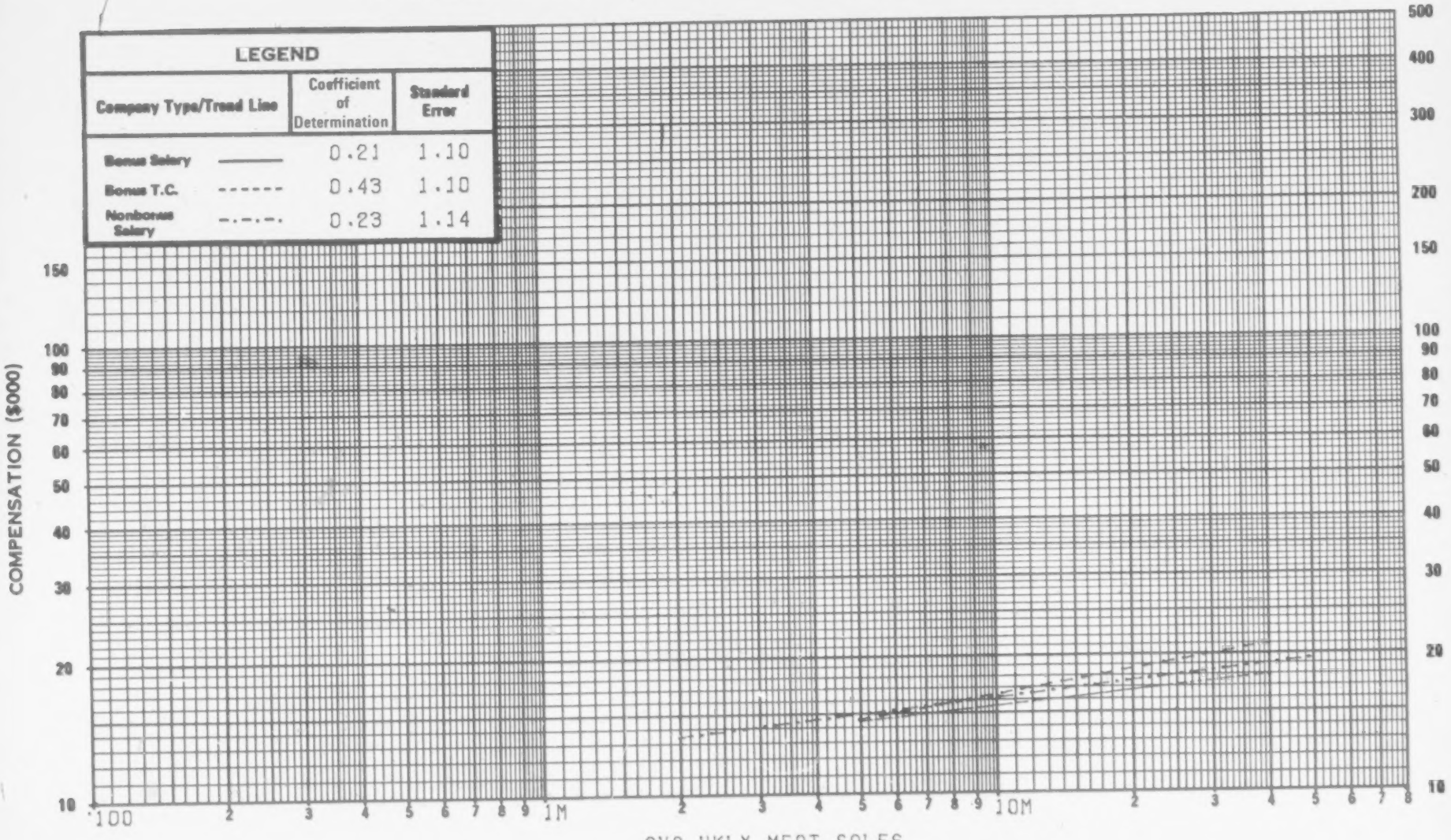
SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #4 - SOUTHEAST

SCOPE AVG WKLY MEAT SALES ($THOU)		BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$9.9 AND BELOW					$ 20.0
					19.5
					19.2
		$ 18.0	$ 1.9	$ 19.9	
					17.1
		17.0	0.0	17.0	
		16.4	0.1	16.5	
		16.3	0.3	16.6	
		16.1	0.7	16.8	
		15.6	0.0	15.6	
		14.6	0.0	14.6	
		14.5	1.9	16.4	
					14.0
					14.0
					14.0
					14.0
					14.0
					14.0
					14.0
		13.0	0.9	13.9	
		13.0	2.0	15.0	
$ 7.0	WEIGHTED GROUP AVG:	$ 15.5	$ 0.7	$ 16.2	$ 15.8
$ 18.0	POSITION AVERAGE:	$ 16.5	$ 1.6	$ 18.0	$ 16.8

FOOD MARKETING INSTITUTE

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



AVG WKLY MEAT SALES

SURVEY POSITION #5 - MEAT DEPARTMENT MANAGER

REGION #4 - SOUTHEAST

FOOD MARKETING INSTITUTE

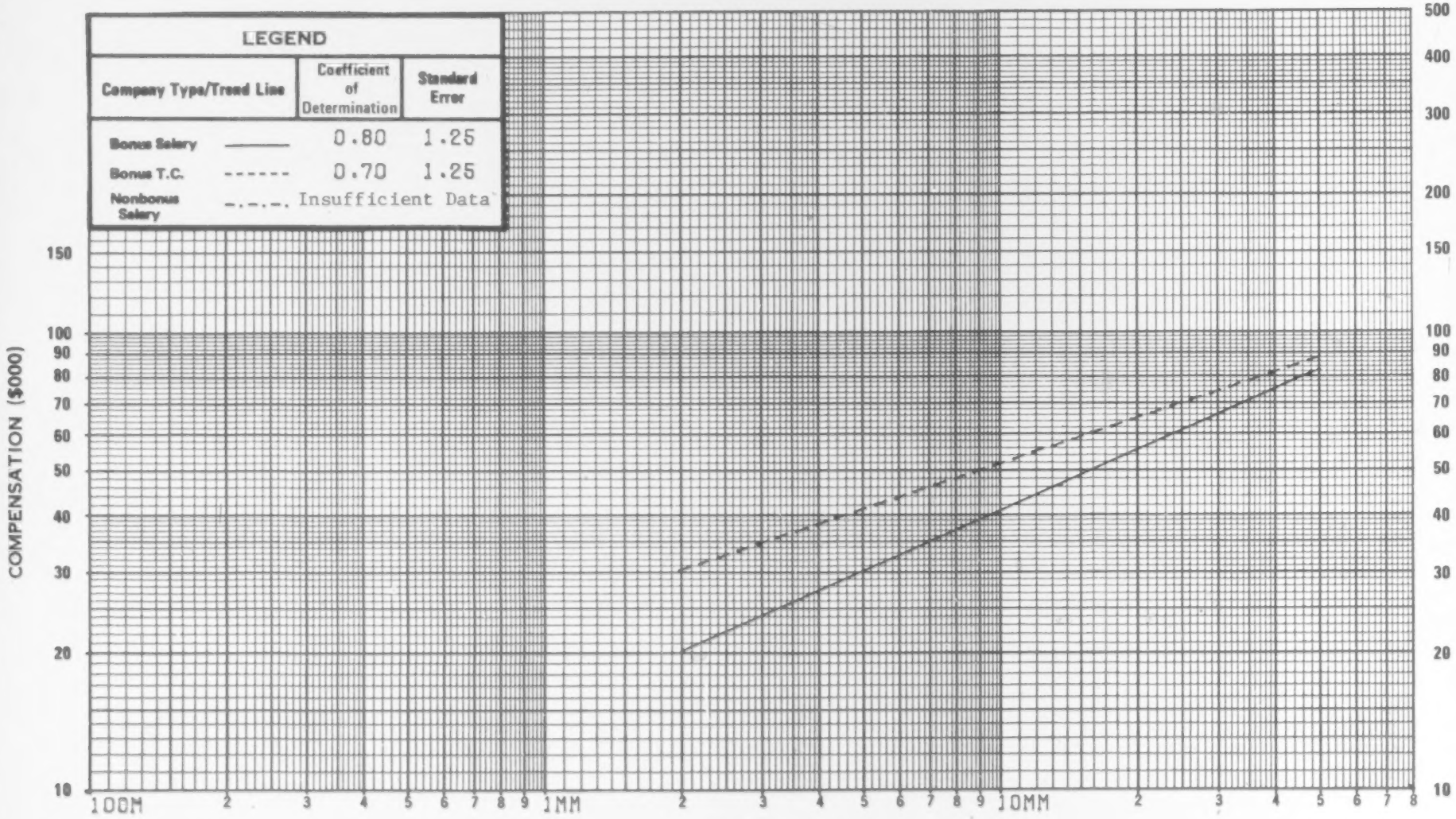
SURVEY POSITION 1 - CHIEF EXECUTIVE OFFICER

REGION #5 - PACIFIC

SCOPE COMPANY SALES ($MILL)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$10.0 AND ABOVE	$ 95.0	$ 20.0	$115.0	$ 98.1
	88.0	7.0	95.0	
	52.4	6.5	58.9	
	36.0	10.0	46.0	
	35.2	4.5	39.7	
$ 28.6 WEIGHTED GROUP AVG:	$ 61.3	$ 9.6	$ 70.9	$ 98.1
$9.9 AND BELOW	$ 62.4	$ 13.0	$ 75.4	
	50.0	0.0	50.0	
	36.0	26.0	62.0	
	31.2	0.0	31.2	
	31.2	16.0	47.2	
				$ 25.0
	25.0	25.0	50.0	
	20.0	10.0	30.0	
$ 3.3 WEIGHTED GROUP AVG:	$ 36.5	$ 12.9	$ 49.4	$ 25.0
$ 14.1 POSITION AVERAGE:	$ 46.9	$ 11.5	$ 58.4	$ 61.6

FOOD MARKETING INSTITUTE

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



SURVEY POSITION #1 - CHIEF EXECUTIVE OFFICER

REGION #6 - PACIFIC

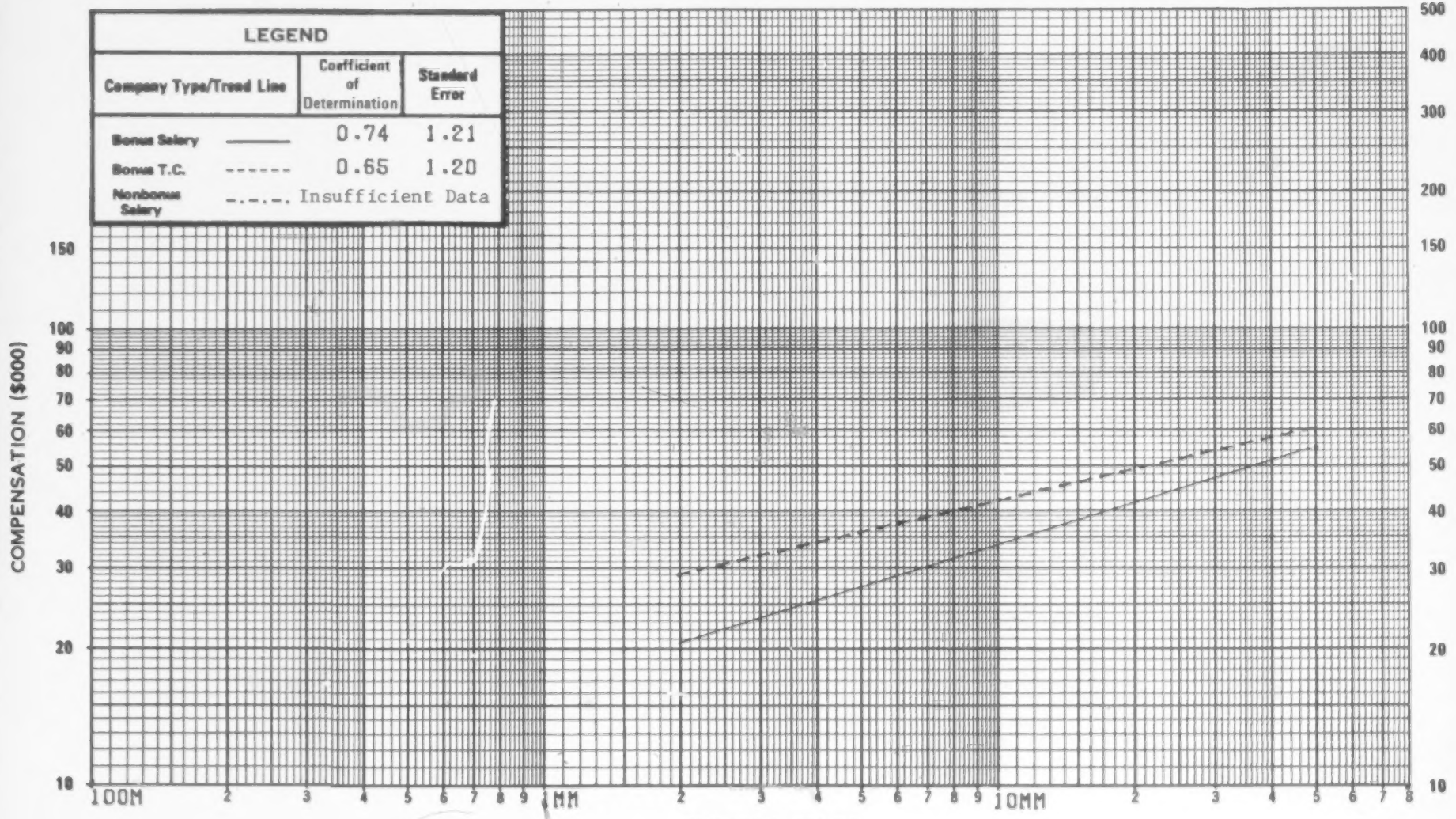
FOOD MARKETING INSTITUTE

SURVEY POSITION 2 - SECOND HIGHEST PAID EXECUTIVE
REGION #5 - PACIFIC

SCOPE COMPANY SALES ($MILL)		BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$10.0 AND ABOVE		$ 57.0	$ 4.0	$ 61.0	$ 84.0
		55.0	10.0	65.0	
		35.0	10.0	45.0	
		32.8	4.0	36.8	
		27.0	4.5	31.5	
$ 28.6	WEIGHTED GROUP AVG:	$ 41.4	$ 6.5	$ 47.9	$ 84.0
$9.9 AND BELOW		$ 31.2	$ 0.0	$ 31.2	
		26.0	16.0	42.0	
		25.0	12.0	37.0	
		20.0	10.0	30.0	
					$ 10.4
$ 3.3	WEIGHTED GROUP AVG:	$ 25.5	$ 9.5	$ 35.1	$ 10.4
$ 17.1	POSITION AVERAGE:	$ 34.3	$ 7.9	$ 42.2	$ 47.2

FOOD MARKETING INSTITUTE

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



COMPANY SALES

SURVEY POSITION #2 - SECOND HIGHEST PAID EXECUTIVE

REGION #6 - PACIFIC

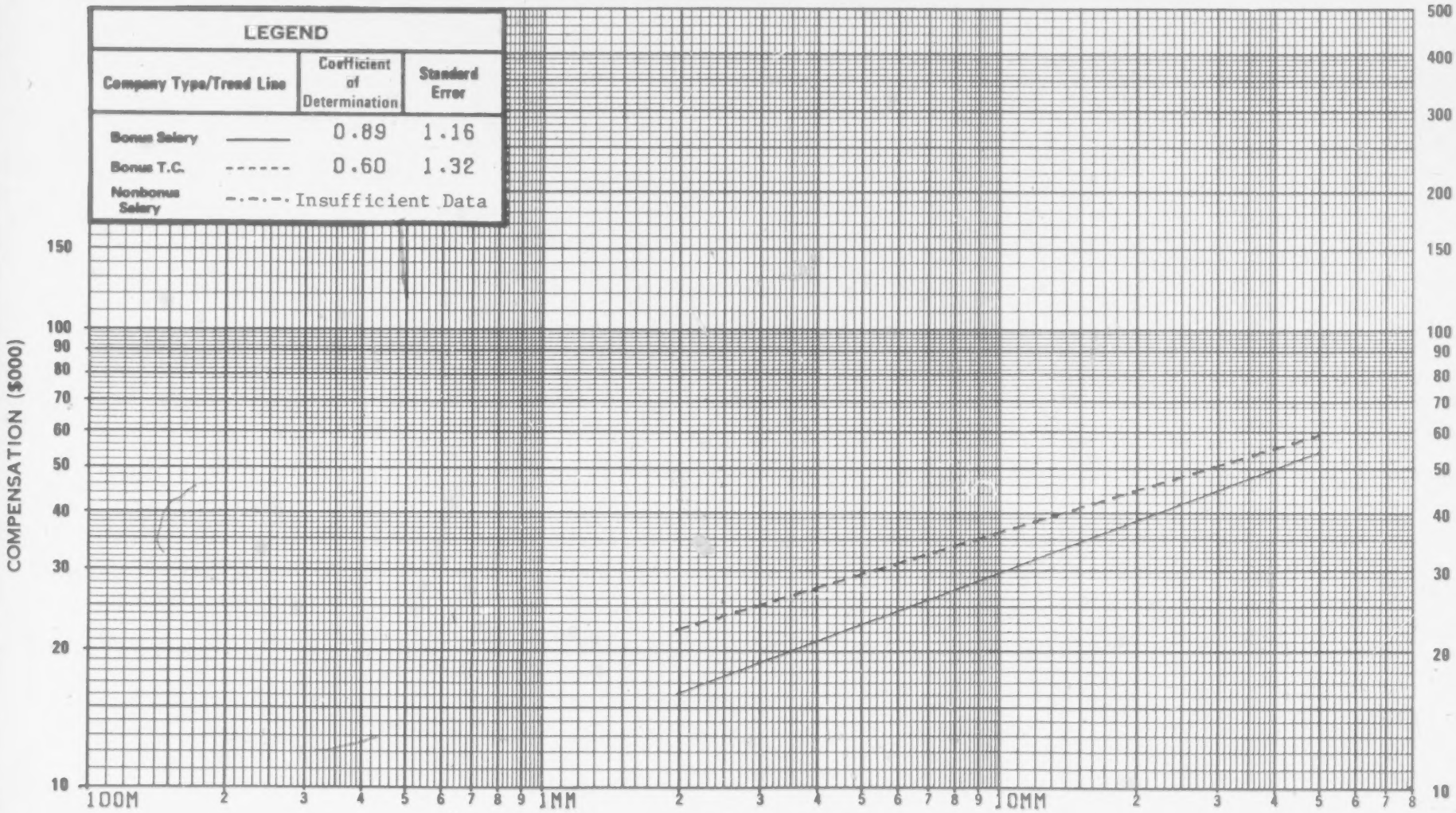
FOOD MARKETING INSTITUTE

SURVEY POSITION 3 - THIRD HIGHEST PAID EXECUTIVE
REGION #5 - PACIFIC

SCOPE COMPANY SALES ($MILL)		BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$10.0 AND ABOVE		$ 55.0	$ 10.0	$ 65.0	
		42.0	3.0	45.0	$ 50.0
		31.4	3.7	35.1	
		27.0	4.5	31.5	
$ 31.3	WEIGHTED GROUP AVG:	$ 38.8	$ 5.3	$ 44.2	$ 50.0
$9.9 AND BELOW		$ 25.0	$ 6.0	$ 31.0	
		20.8	16.0	36.8	
		20.0	10.0	30.0	
		15.6	0.0	15.6	
					$ 10.4
$ 3.3	WEIGHTED GROUP AVG:	$ 20.4	$ 8.0	$ 28.4	$ 10.4
$ 17.3	POSITION AVERAGE:	$ 29.6	$ 6.7	$ 36.3	$ 30.2

FOOD MARKETING INSTITUTE

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



COMPANY SALES

SURVEY POSITION #3 - THIRD HIGHEST PAID EXECUTIVE

REGION #6 - PACIFIC

FOOD MARKETING INSTITUTE

SURVEY POSITION 4 - STORE MANAGER

REGION #5 - PACIFIC

SCOPE AVG WKLY STORE SALES (STHOU)		BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$125.0 AND ABOVE		$ 28.6	$ 1.1	$ 29.7	
		28.6	1.1	29.7	
		28.6	3.0	31.6	
		27.5	4.4	31.9	
		27.5	4.8	32.3	
		27.5	5.2	32.7	
$ 155.5	WEIGHTED GROUP AVG:	$ 28.1	$ 3.2	$ 31.3	
$124.9 TO $100.0		$ 31.4	$ 5.5	$ 36.9	
		28.6	7.9	36.5	
		28.6	9.8	38.4	
		28.6	9.6	38.2	
		28.6	9.5	38.1	
		28.6	8.0	36.6	
		28.6	7.6	36.2	
		28.6	5.7	34.3	
		28.6	1.1	29.7	
		23.9	3.6	27.5	
$ 108.5	WEIGHTED GROUP AVG:	$ 28.4	$ 6.8	$ 35.2	

FOOD MARKETING INSTITUTE

SURVEY POSITION 4 - STORE MANAGER

REGION #5 - PACIFIC

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$99.9 TO $75.0	$ 28.6	$ 3.0	$ 31.6	
	28.6	1.1	29.7	
	28.6	1.1	29.7	
	28.6	9.0	37.6	
	28.6	8.2	36.8	
	28.6	1.1	29.7	
	27.5	5.7	33.2	
	27.5	1.3	28.8	
	25.0	12.0	37.0	
	23.5	3.5	27.0	
	23.4	0.0	23.4	
	22.3	2.8	25.1	
$ 87.7 WEIGHTED GROUP AVG:	$ 26.7	$ 4.1	$ 30.8	

FOOD MARKETING INSTITUTE

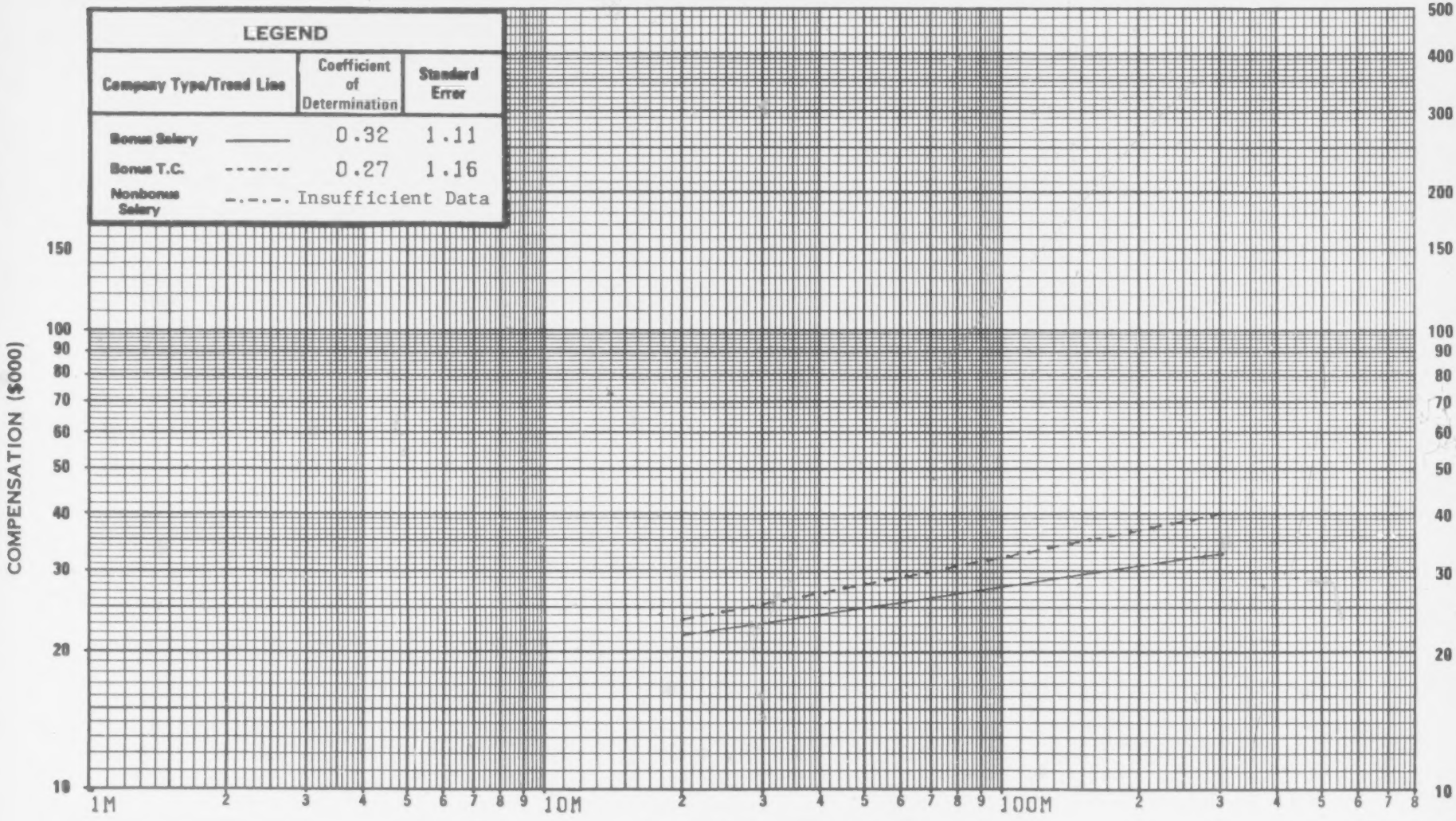
SURVEY POSITION 4 - STORE MANAGER

REGION #5 - PACIFIC

SCOPE AVG WKLY STORE SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$74.9 AND BELOW	$ 28.6	$ 7.2	$ 35.8	
	28.6	1.1	29.7	
	28.6	3.0	31.6	
	28.6	6.4	35.0	
	28.6	1.1	29.7	
	28.6	5.7	34.3	
	25.0	1.0	26.0	
	23.9	3.6	27.5	
	23.4	1.0	24.4	
	23.1	1.0	24.1	
	22.2	2.7	24.9	
	22.1	2.3	24.4	
	22.0	2.2	24.2	
	19.0	2.3	21.3	
	19.0	2.0	21.0	
$ 50.3 WEIGHTED GROUP AVG:	$ 24.8	$ 2.8	$ 27.6	
$ 88.9 POSITION AVERAGE:	$ 26.6	$ 4.2	$ 30.8	

FOOD MARKETING INSTITUTE

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



SURVEY POSITION #4 - STORE MANAGER

REGION #5 - PACIFIC

FOOD MARKETING INSTITUTE

SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #5 - PACIFIC

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$20.0 AND ABOVE	$ 27.0	$ 0.5	$ 27.5	
	27.0	0.5	27.5	
	27.0	1.0	28.0	
	27.0	1.0	28.0	
	27.0	1.5	28.5	
	25.0	6.0	31.0	
	24.5	1.8	26.3	
	23.6	2.0	25.6	
	23.6	1.1	24.7	
				$ 21.8
				21.8
	20.8	2.5	23.3	
	14.0	0.9	14.9	
$ 26.7 WEIGHTED GROUP AVG:	$ 24.2	$ 1.7	$ 25.9	$ 21.8

FOOD MARKETING INSTITUTE

SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #5 - PACIFIC

SCOPE AVG WKLY MEAT SALES ($THOU)	BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$19.9	$ 27.0	$ 2.0	$ 29.0	
TO	25.4	1.7	27.1	
$10.0	25.0	1.0	26.0	
	25.0	2.7	27.7	
				$ 25.0
	23.6	1.1	24.7	
	23.6	1.9	25.5	
	23.6	1.9	25.5	
	23.6	2.1	25.7	
	23.6	1.3	24.9	
	23.6	2.2	25.8	
	23.6	2.1	25.7	
				21.8
				21.8
				21.8
				21.8
				21.8
				21.8
	20.8	1.2	22.0	
	20.8	2.5	23.3	
	13.0	0.8	13.8	
	13.0	0.9	13.9	
$ 14.6 WEIGHTED GROUP AVG:	$ 22.3	$ 1.7	$ 24.0	$ 22.3

FOOD MARKETING INSTITUTE

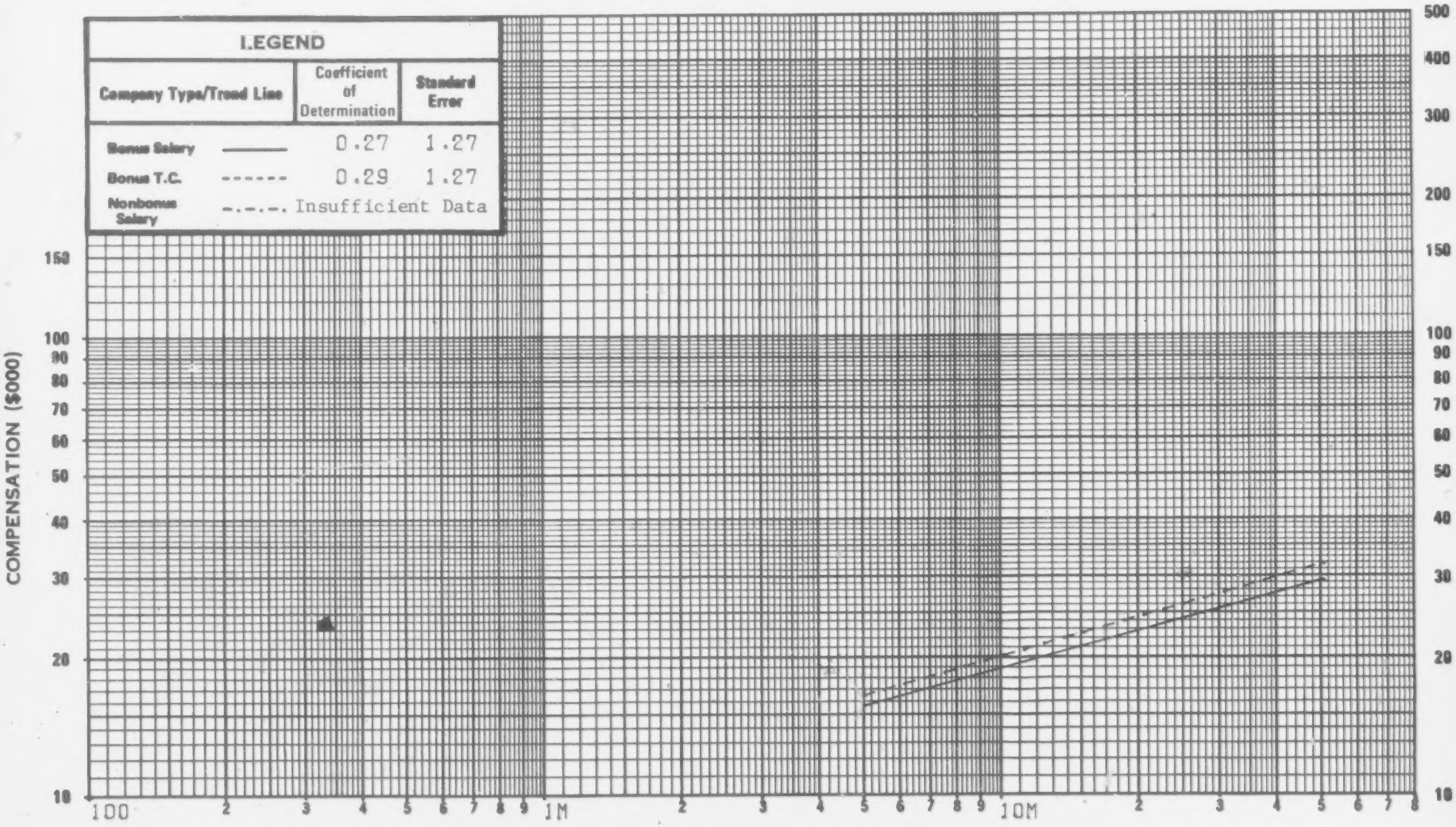
SURVEY POSITION 5 - MEAT DEPARTMENT MANAGER

REGION #5 - PACIFIC

SCOPE AVG WKLY MEAT SALES ($THOU)		BONUS COMPANIES SALARY	BONUS	TOTAL COMP	NONBONUS COMPANIES SALARY
$9.9 AND BELOW		$ 23.6	$ 1.4	$ 25.0	
		20.8	2.5	23.3	
		16.6	0.2	16.8	
		13.0	0.8	13.8	
		12.0	0.8	12.8	
		11.0	0.6	11.6	
$ 7.3	WEIGHTED GROUP AVG:	$ 16.2	$ 1.0	$ 17.2	
NO SCOPE REPORTED		$ 27.3	$ 0.0	$ 27.3	
		24.1	1.3	25.4	
		20.9	1.3	22.2	
	WEIGHTED GROUP AVG:	$ 24.1	$ 0.9	$ 25.0	
$ 17.4	POSITION AVERAGE:	$ 22.0	$ 1.5	$ 23.5	$ 22.2

FOOD MARKETING INSTITUTE

MANAGEMENT COMPENSATION STUDY FOR INDEPENDENT SUPERMARKETS



SURVEY POSITION #5 - MEAT DEPARTMENT MANAGER

REGION #5 - PACIFIC